

ly 16, 1931

PRINTERS' INK

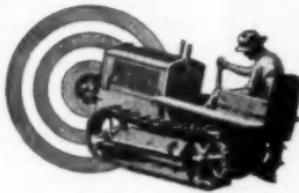
Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City

VOL. CLVI, No. 4

NEW YORK, JULY 23, 1931

10c A COPY



TARGETS AND HITS

ARTILLERY attack consists of two separate operations—preparation and execution. It requires two kinds of ammunition—that having high observation qualities, and that made particularly for demolition.

The nature of the Caterpillar Tractor Co.'s business requires a highly diversified selling attack.

The "Caterpillar" track-type Tractor solves the traction and power problems of many industries—farming, road building, logging, oil production, aviation, excavating. Each industry speaks a distinct language of its own. Each is reached best by its own publications.

Specialization of media and specialization of copy is the keynote of "Caterpillar" Tractor advertising. That this combination is successful is proved by the leadership which "Caterpillar" Tractors have established in scores of fields using tractors for many varied purposes.

N. W. AYER & SON, INC.
Advertising Headquarters

WASHINGTON SQUARE, PHILADELPHIA

New York Boston Chicago San Francisco Detroit London



E. R. Eastman, Editor American Agriculturist, born and raised in New York State, farm trained; teacher, county agent; former President of the New York Agricultural Society; Trustee of Cornell University; member of the International Institute of Agriculture; author of farm novels; a speaker much in demand; an authority on farm progress.

Issued
Published
June 21
Vol. 1

Luden

Farm Progress Means Larger Farm Income

"Standard" readers are vitally interested in farm progress because they know that it is so closely associated with increased farm earnings.

"Standard" editorial service emphasizes the factors that make for farm progress. An unusual reader response is proof that no other subject so completely occupies the thoughts of farm families.

"Standard" advertisers benefit because of this reader interest sharing in the attention accorded "Standard" editorial pages.

Any single "Standard" publication or any group covering the territory most desired by the advertiser is available at money-saving rates. For your convenience—one order—one billing.

SEVEN PAPERS REACHING 2,394,812 FARM HOME READERS

American Agriculturist
Farmer and Farm, Stock
and Home

Hoard's Dairyman
Nebraska Farmer
Prairie Farmer

Progressive Farmer
Southern Ruralist
Wallaces' Farmer
Farm Homesteader

The STANDARD FARM PAPER UNIT

NEW YORK—Wallace C. Richardson, Inc., East Managers, 250 Park Avenue.

CHICAGO—Standard Farm Papers, Inc., Daily News Building.

"O
fici
cludin
months
well al
ending
When
end of
had co
caught
stateme
esting s
small be
unusual
the pre
Daniel V
ing—con
in-and-y
for the
With
advertis
which to
Drop re
tion to s
subject a
who are
ing instea
vertising
has just
cally) a
page 4
The o
gining in
Fifty ye
started a
room pla
livered i
two helpe
factory
manufact
1,000 wor

ly 23, 1931

PRINTERS' INK

Registered U. S. Patent Office

Issued weekly. Subscription, U. S. A., \$3 a year. Printers' Ink Publishing Co., Inc., Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.
VOL. CLVI

NEW YORK, JULY 23, 1931

No. 4

"We Never Stop Advertising"

Luden Campaign, with Never a Break in Thirty-one Years, Leads to Biggest Year Now

Based on an Interview by Roy Dickinson with

Daniel W. Dietrich

President, Luden's, Inc.

OUR sales for Luden's Menthol Cough Drops for the fiscal year ending April 30, 1931, including the twelve most severe months of the depression, were well ahead of the twelve months ending April 30, 1930."

When it is considered that at the end of the 1930 fiscal year, Luden had completed its biggest year on cough drops, that is a startling statement. Back of it is an interesting story of steady growth from small beginnings to great size. An unusual advertising story, too, for the president of the company, Daniel W. Dietrich, gives advertising—continuous, keeping at it, year-in-and-year-out advertising—credit for the company's record.

With a bulk line of some 500 unadvertised confectionery items with which to compare the Luden Cough Drop record, he is in a good position to speak authoritatively on the subject and to give courage to those who are likely to consider decreasing instead of increasing their advertising expenditure. Mr. Dietrich has just done the latter (quite logically) as a look at the chart on page 4 will indicate.

The company from a small beginning has grown to great size. Fifty years ago William H. Luden started making candy in a two-room plant in Reading, Pa. He delivered it by push-cart. He had two helpers. Today the Luden factory covers eight acres of manufacturing floor space, employs 1,000 workers steadily, uses 15,000,-

000 pounds of sugar a year and in rush season produces fifty-two tons of Luden's Menthol cough drops daily.

At the start, it was a local business and no advertising was used until the local market had been well covered. Then the small manufacturer decided to branch out. That was exactly nineteen years after he started and from that day to this Luden has never stopped advertising, in good years or bad. The present head of the company and his associates paid approximately \$6,500,000 for the Luden business about five years ago. At the time of the purchase the company made no less than 999 other items, in addition to the cough drop in the familiar yellow box. Though Mr. Dietrich didn't tell me so, I have a feeling that he bought a *want* created by advertising for the menthol cough drop in the yellow box—not the big number of items now cut in half under his management.

"Although I have always been advertising-minded," says Mr. Dietrich, "I am more than ever convinced by our experience during the last twelve months that consumer advertising is an anchor to windward for any business that is able to identify the product with the name of the maker. Without advertising, I am confident we would not have maintained our business and certainly we would not have secured an increase over the previous peak year."

July 23, 1931

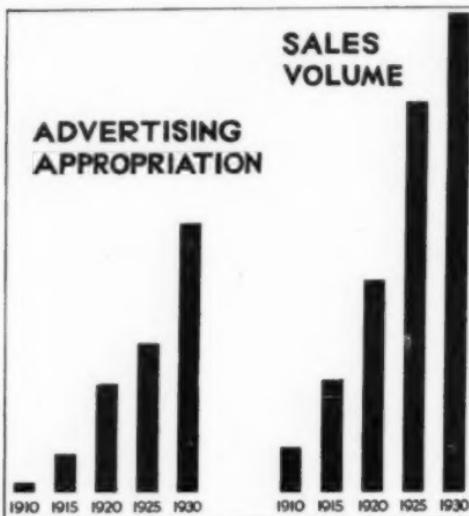
"This is especially apparent when I contrast our cough-drop business with our regular bulk candy line. It is not possible to advertise bulk candy to the consumer because we cannot identify ourselves as the manufacturer. Our 500 separate candy items include so-called

ledger far greater than all the bulk goods put together. Incidentally, there are comparatively few products in the scheme of American merchandising that enjoy the advantage of over 1,000,000 "points of purchase" for the consumer.

"There has never been a break in Luden's advertising," said Mr. Dietrich, "never a year when consumer advertising was not used to the limit of the resources of a growing business, and with the exception of sky-writing I believe Luden's has used every form of consumer medium.

"The first advertising campaign on cough drops was an amateur tacking-up of yellow cards (Luden's had adopted a yellow package and a yellow cough drop) on telephone poles, fences, sheds and any and all blank outdoor space in and around Reading, Pa.

"Then the company indulged in window displays—crude examples, yet no doubt effective in



Luden Has Increased Its Advertising Every Year—and Sales Have Increased Too

penny goods, popular-priced chocolates, Easter novelties, Christmas toys and so on. These products, despite the advantage of certified quality, are subject to the most severe type of price competition. The public, with very few exceptions, cannot identify Luden's candy. We get little if any credit from the consumer for the quality of our candy. We are without the support that advertising affords us on cough drops and our sales volume and our profits clearly demonstrate this."

From what Mr. Dietrich said, I am sure there are far fewer complications in merchandising and selling the nationally advertised product than is true of the unadvertised bulk goods. But the most important factor is that the advertised and familiar yellow package of Luden's Menthol Cough Drops, with 1,026,000 outlets, makes a showing on the profit side of the

those early years of advertising. Samples were also distributed in yellow envelopes. Next we used (as distribution spread) one-sheet posters, well-crowded with words, so enthusiastic were the owners about the new product. Then followed outdoor advertising in the States of New York and Pennsylvania. Up to that time no such ambitious advertising on cough drops had ever been attempted and it was the opinion of most of our salesmen and the trade that 'It is foolish to try to sell cough drops by advertising.' However, Luden's was learning right along that advertising not only paid in immediate profits, but that it helped in all departments of the business."

Not so many years ago, cough drop sales were restricted to the so-called "bad weather" months—a period between November and March inclusive. Today, due to advertising that has educated the

July 23,

C

the
popu
mercarea
tion,
sold

Journa

FAM

In Pr
19

In Rh

2

of all
who reJC
Domine

CHAS

Boston •

We hear you're interested in CONCENTRATION!

New England, with 2% of the area of this country, has 7% of the population, and buys 7½% of the retail merchandise sold in the United States.

Rhode Island, with 2% of the area of this section, has 8½% of the population, and buys 8½% of the retail merchandise sold in New England

**Journal-Bulletin
FAMILIES**

In Providence

19 OUT OF 20

In Rhode Island

2 OUT OF 3

of all families
who read English

Seven-eighths of the population of Rhode Island live within 15 miles of Providence city hall.

On any selective list based on concentration of opportunity and minimizing of waste effort, there must be a prominent place for New England's second largest market!

**The PROVIDENCE
JOURNAL and BULLETIN**



Dominating New England's Second Largest Market

Representatives

CHAS. H. EDDY CO.

Boston • New York • Chicago • San Francisco • Los Angeles • Seattle

R. J. BIDWELL CO.

public to a variety of uses for Luden's, the product is manufactured, distributed and consumed during all twelve months of the year. Established consumer demand, resulting from years of uninterrupted advertising, has leveled out valleys and peaks in production. Steady employment is possible. When production is in excess of immediate consumer demand, warehouse stocks are established at strategic points throughout the country. The company risks nothing, as it knows that the cough drops will sell when the consumers again have need for such a product. There has been no danger of "dead stocks" during the last decade. This continuity of employment and balance of production is not just a "by product" of advertising. It is one of advertising's main arguments to have itself considered a sound economic force. More and more advertisers are going to give this phase of it increasing consideration.

"The company's first venture in the newspaper field was in Philadelphia," said Mr. Dietrich, "one-inch advertisements being used. We also used the magazine sections of Sunday newspapers in the States where we had been able to get our product to the retailers.

"Advertisements were then taken in magazines with the largest circulations in the Eastern States where we had secured by that time the greater part of our distribution.

"Perhaps I can best illustrate the value to any business of consistent, continuous advertising—it need not be a big appropriation—by the two graphs on page 4 illustrating our advertising appropriation and sales volume increases. These perpendicular lines were drawn in *exact* proportion to our increasing advertising expenditure and our increasing sales volume. Incidentally, we are using this in our new season's salesman's portfolio and, to take the wind out of the sails of any Doubting Thomas, the head of our advertising agency has personally certified before a notary public as to the accuracy of the two graphs. We also are including a reproduction of this statement in our trade portfolio."

With so tremendous a number of outlets, the reasons for not buying—the alibis, excuses and sales resistance—are increased in proportion. The company has met this sales resistance by:

1. Continuous pressure by continuous consumer advertising.
2. Refusing to drop into a rut in the advertising appeal.

"Our salesmen contact over 8,000 customers," said Mr. Dietrich, "who, in turn, supply more than a million outlets with Luden's Menthol Cough Drops and we have had to scale the mental wall that so many distributors have erected in resisting the placing of an order. We are supporting our efforts to put backbone in our distributors by the constant and increasing consumer demand that has forced a great many of our distributors to see the light even when on other lines they were retrenching very severely. Consumer demand, urged on by national advertising, has kept our goods moving through these numerous outlets.

Advertising Appeal Should Be Varied

"It has been Luden's experience in its thirty-one years of advertising that the advertising appeal on a popular-priced article should be varied continually. Therefore, Luden's consumer message reflects a new viewpoint each year. We endeavor not to allow the Luden story to grow old or to become stale. We do not want to live in the past nor to have a false sense of security as to our popularity with the consuming public. We are making a complete change of pace for our new cough drop campaign, in keeping with the modern trend, supported by the most intensive type of research—and yet our package, our product and our formula have practically remained unchanged since first introduced. With the exception of the 1 cent war tax, our 5 cent price has never been changed."

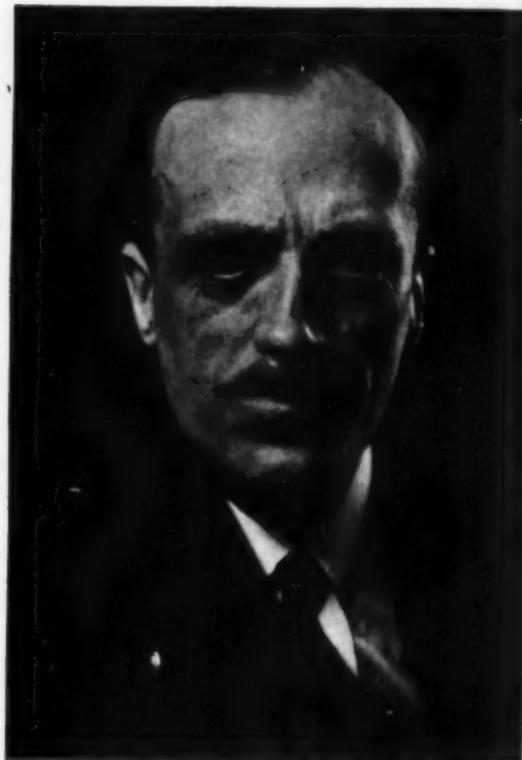
The great increase in sales, which has followed such increase in advertising from the modest campaign of the early 1900's to the large expenditure of 1930, the next

(Continued on page 114)

Without the
use of
premiums or
contests, the
circulation of
*The Des Moines
Register and Tribune*
has grown to
246,757 Daily
212,244 Sunday

(Net paid average 6 months ending March 31)

Only 8 cities in the United States
have a newspaper with as large a
daily circulation.



Three directors of a large manufacturing company were in a friendly but exceedingly vigorous disagreement.

What did women users consider the most important value in the article that this corporation manufactured?

One director championed the decorative value of the product. Another director defended a convenience value. The third director aggressively backed still another convenience value.

The J. Walter Thompson Company was placed in charge of advertising for this corporation. In order to seize upon the most effective theme for an advertising campaign, it was necessary to know which of the directors was wrong—which was right.

MAKER which one

There was just one way to find out, of course. The J. Walter Thompson Company proceeded to ask the women themselves.

A majority of the 2,000 women who were interviewed said that all of the values named by the directors were important. But even more important, their experience proved, was one which none of the directors had named . . . a certain performance value.

That became the foundation of a successful advertising campaign.

In an in
it is no
what w
product
but wha

The J
pioneer
ests of v
advertis
tising di

Today



USER *knew?*

In an increasing number of instances it is now possible to determine just what women *do* think about a given product. Not always what they say, but what they *really* think.

The J. Walter Thompson Company pioneered in learning the real interests of women—who buy 85% of all advertised products—and in advertising directly to them.

Today the selfsame principle of

seeking out the very heart of a problem makes this company an acknowledged leader in those products which are most dependent on advertising . . . products in the highly competitive fields . . . in the United States and throughout the world.

New York • Chicago • St. Louis • Boston • Cincinnati • San Francisco • Los Angeles • Montreal • Toronto • London • Paris • Madrid • Berlin • Stockholm • Copenhagen • Antwerp • Alexandria • Port Elizabeth • Buenos Aires • Sao Paulo • Bombay • Melbourne • Sydney • Batavia • Wellington • Osaka

J. WALTER THOMPSON COMPANY

Something a Gargle Won't Cure "Announcer's Mouth"

Perhaps Sales Training for Announcers Is the Remedy for Extravagant Accents on Innocent Adjectives

By P. H. Erbes, Jr.

THIS piece purposed to call attention to an advertising affliction that infects the broadcasting of many radio programs. "Announcer's Mouth" is as good a name as any for it. It will not, although considerable restraint has been required, be referred to in any of the subjoined paragraphs as "A.M."

Announcer's Mouth, let it be noted, is not a physiological ailment. There probably isn't any opportunity here for the discovery of some special sort of gargle. Announcer's Mouth has its roots in a seemingly unnoticed peculiarity of the spoken word itself. And in the understanding of that lies the simple remedy, although it will still no doubt be advisable for the subjects to see their dentist occasionally.

Announcer's Mouth, in less cryptic terms, is the unseemly exaggeration that seems to be cropping up in many sponsored radio programs. Products that for years have had the benefit of dignified assertion of fact in their advertising seem to be heralded over the radio as astounding discoveries, indispensable boons to the present structure of society, the bulwarks of its future. Be it monkey-wrench or mayonnaise, cigar or soft drink, you and your well-known loved ones proceed on life's path without them at your own imminent peril. These, remember, are in many cases the same advertisers whose printed advertising messages seem conservative, believable and non-irritating.

And why is there this difference in the quality of appeal between radio and printed advertising? Is it because advertisers feel that in radio advertising they can be more extravagant than on the printed page, that the ear is more gullible than the eye, or that only credul-

ous people listen to the radio?

To the credit of most, it may be said, that such is not the case. There is a simple proof to establish that point, which likewise makes evident the cause and cure of Announcer's Mouth.

Turn on the radio and listen to a few advertising pronouncements. The disease, of course, has by no means unanimous coverage, but you'll come across an extravagant, false-ringing message soon enough. The voice may be unctuous or maudlin or plainly evangelistic. In any event, the words about the product seem far too inclusive of human benefits to be true. And they irritate with their suave arrogance. Some advertising continuities bring a none too faint remembrance of swarthy gentlemen who, the Indian princess having finished her dance by torchlight, proclaimed the marvelous merits of their multi-herbed cure-alls.

Remember well the announcer's words, noting particularly how extravagant seemed his adjectives. Seek out a printed advertisement of that same advertiser, for that same product. In many instances will be found in the printed copy *exactly those same words*, or words very like them, that rang so falsely a few minutes before. Yet you find them readily acceptable to your mind; they seem authentic, well-founded facts.

This points to a simple, fundamental, but apparently easily overlooked, conclusion:

The same calm, factual statement that in print is readily and faithfully accepted can become a discredited, irritating blurb when rendered by the spoken voice—unless the proper care is taken. In advertising by the spoken voice there is a factor beyond word selection that must be controlled—

Buying Power
Yardsticks No. 1





Milwaukee Area Fifth in Federal Income Taxes

AMONG the retail shopping areas of the 13 largest cities—over 500,000—the Milwaukee area ranks

- 12th in population
 - 10th in number of individual Federal income tax returns
 - 5th in the percentage of population making returns*

In the rich Milwaukee area, the proportion of population making federal income tax returns is 60% greater than the national average.

Comparisons of buying power should cause almost all advertisers to increase lineage in the Milwaukee-Wisconsin market—and comparison of newspapers should cause all advertisers to concentrate in The Milwaukee Journal.

*From "Population and Its Distribution"—Fifth Edition

THE MILWAUKEE JOURNAL

FIRST BY MERIT

Thorough Trading Area Coverage Through One Newspaper!

the emotional intonations of the human voice.

When a person reads he puts his own accents and inflections on the words before his eyes. The mind translates each statement in a comparatively even cadence, according to the words a degree of emphasis compatible with the reader's experience. Furthermore, there is an established tendency, born of the years, to believe almost anything seen in cold print.

But when a message is conveyed by another's voice and that voice has been charged high with enthusiasm, the believability factor takes on different proportions. The properties for emphasis and emotion in the human voice can make the simplest statement or adjective seem a far-flung exaggeration that the most unprincipled written copy couldn't possibly equal. In print a word like "remarkable" may seem conservative enough, but when rolled off the tongue in an impassioned crescendo or a too-breathless reverence it can sound pretty silly. "Get a package at your dealer's today" in print is a friendly urging; over the radio it often becomes an impudent ultimatum.

In a sense, the fact that accents may be placed in spoken advertising is an advantage of that form. But carried too far, it can become a decided drawback. Emotional rendition of a radio message may, like the evangelist's raging, make temporary converts. But in the long run, it may easily breed lessened confidence.

The cure for Announcer's Mouth seems to lie in provision for the simple fact that most radio announcers have no sales experience whatever. They are voice specialists, trained elocutionists skilled in producing dramatic effects. An observer of a number of broadcasts reports that indeed many radio announcers get quite dramatically wound up when delivering an advertising continuity. They wave their arms and rise on their toes at the too-many climaxes per sentence that their dramatic experience seems to dictate. This technique is fine for the presentation

of melodrama, but citation of the advantages of a brand of sturdy shoes is more, looked at from the advertising standpoint, than melodrama. Radio advertising, being a sales tool, needs understanding and application of the principles of salesmanship on the part of its mouthpiece—the announcer—as well as competent voice production.

It seems, in fact, extremely probable, since the medium of delivery is the same, that the technique of radio advertising from the standpoint of the announcer is closely allied to that of personal selling, so far as voice manners are concerned. Training of announcers in the art of modern salesmanship might better equip them in the important part they play in the quality and effectiveness of advertising over the air. The day of the emotional, breath-in-your-face salesman passed some time ago. Today's skilful salesman presents his case in calm, reasoned accents and wisely leaves emoting honors to the Barrymore family. Radio advertising might well benefit by that experience.

Like other oral afflictions, Announcer's Mouth seems to be one of those things you don't know when you have it. Those whom you seek to woo as customers will not say anything to you about it. They will just turn their dials and leave you raising Pekinese.

And incidentally, the introduction of the theme song has made it possible for listeners to tune out your man before he has had a chance to say a word. That puts it right up to the radio advertiser. Either Announcer's Mouth must go or this theme song idea will turn out to be nothing less than a mistake.

R. I. Petrie, Sales Manager, Leonard Refrigerator

R. I. Petrie has been appointed sales manager of the Leonard Refrigerator Company, Grand Rapids, Mich., succeeding A. H. Jaeger, resigned. Mr. Petrie has been with Kelvinator sales and financial departments for the last seven years and during the last year has been Kelvinator regional sales manager in charge of distributor-dealer operations in the Eastern half of the United States. His headquarters will be at Detroit.

W
H

What
about
confus-
the 89
too, w-
hunting
troit a-
the we

That
the po-
Page c-
has be-
in the
game
It was
in the
judged
receive

T
New Y
L. A. K

WILD LIFE AND 89,377 Hunting and Fishing Licenses!



Whatever you may have thought about wild life in Detroit don't confuse it with night life, for the 89,000 gentlemen, and ladies, too, who possess paid fishing and hunting licenses from the Detroit area are ardent prowlers of the woods and streams.

That gives you some idea of the popularity of the Wild Life Page of The Detroit News which has been published for nine years in the interest of forest, fish, game and nature preservation. It was the first page of its kind in the country. Its following, judged by the queries its editor receives, is enormous.

This page offers an opportunity to advertisers who have something to sell people who love nature. Remember those who pay for licenses represent but a small portion of those who read the page and who enjoy the outdoors.

Here's a huge ready made market for cameras, tents, canoes, guns, rods, reels, outdoor clothing and sport goods of every variety and description.

Autumn will soon be here. This is a reminder from America's fourth market and one of the world's greatest centers of sport to go after this business via the sportsman's own medium—The News.

The Detroit News

New York Office
I. A. KLEIN, INC.

THE HOME NEWSPAPER

Member 100,000 Group of American Cities

Chicago Office
J. E. LUTZ



Outlying the city of Chicago is a golden fringe stamp of residential suburbs . . . one of quiet, country-clubby, well-to-do, comfortable sections distinguished by broad estates, large fine homes and splendid families of discriminating taste and more than average means. . . . When Suburbia buys its newspaper it mind

THE CHICAGO DAILY NEWS

CHICAGO'S HOME NEWSPAPER

A survey (March, 1931) shows that THREE out of FIVE of the homeward bound passengers on Chicago's evening suburban trains read The Daily News . . . a distinct increase in the percentage of Daily News readers disclosed by a similar survey made two years ago. A copy of this survey will be mailed on request.

When Suburbia Buys

city of
in fringe stamps that newspaper with the approval of
... one of the finest, most representative seg-
ell-to-do. ments of the great Chicago market. . . .
market of And Suburbia around Chicago by over-
itself, overwhelming majorities prefers The Chi-
estates, ago Daily News . . . a signifi-
discrimi- ant fact for the advertiser
means appealing to the broader
paper in mind and larger purse.

ALL NEWS

W SPAP

FIVE of the
ng suburban
s in the per-
similar surve
be mailed



This Is How NATIONAL ADVERTISERS Bought SELLING Power in the Oklahoma City Market in June

Oklahoman and Times

June General Linage

325,791

GAIN over June 1930

18,701 LINES

Third Oklahoma City Paper

June General Linage

92,207

LOSS over June 1930

19,150 LINES

Linage Figures from Media Records, June, 1931

NATIONAL ADVERTISERS, who today are analyzing media thoroughly from every angle to determine the most profitable, the most economical, the most potent selling forces in each market, placed more than three times as much linage in the Oklahoman and Times in the month of June as in the third Oklahoma City newspaper.

This was 18,701 MORE lines of general advertising than the Oklahoman and Times carried the same month last year, while the third Oklahoma City newspaper carried 19,150 lines less.

The Oklahoma City Market is unquestionably one of the country's best sales territories and the Oklahoman and Times are the most profitable, the most economical, the most powerful selling forces in this market.

'The **DAILY OKLAHOMAN**
OKLAHOMA CITY TIMES

OKLAHOMA FARMER-STOCKMAN
E. Katz Special Agency



RADIOPHONE WKY
Representative

If T
T
li
name
in ch
Type
He
as a s
once
go wi
ing co
lot of
he wa
rector
better
staff.
Paul
Gradw
discuss
the th
old-fas
manag
as eff
could
of this
Mr.
agent
ship un
quite a
his tim
and ob
he beli
business
that the
who ca
mering
namely.
These
as keep
adept
thumb
symboli
having
ings of
dispatch
men an
ning int
up quot
surdly.
They c
systems
expostul

Needed: Sales Managers Who Can Actually Sell

If There Were More Ricord Gradwells Now, Business Would Probably Be Better

By G. A. Nichols

TWENTY-ODD years ago there lived a militant sales manager named Ricord Gradwell, who was in charge of sales for the Oliver Typewriter Company.

He was outstandingly successful as a sales executive (Albert Lasker once offered him \$25,000 a year to go with Lord & Thomas as a selling counsellor, and \$25,000 was a lot of money those days) because he was a doer as well as a director; he could sell at least a little better than the best man on his staff.

Paul Faust was telling me about Gradwell the other day during a discussion in which he advanced the thesis that "a return to good old-fashioned, red-blooded sales management would be just about as effective as anything possibly could be in the business conditions of this time."

Mr. Faust, as an advertising agent who served his apprenticeship under Mr. Lasker, has learned quite a bit about sales managers in his time; he has worked with some and observed others. As a result, he believes that one thing holding business back today is the fact that there are so many executives who can't do what they are hammering away at others to do, namely, sell merchandise.

These executives are pretty good as keepers of statistics. They are adept at juggling vari-colored thumb tacks on maps, presumably symbolizing something or other having to do with the inner workings of the department. Like train dispatchers they can route their men and prevent them from running into each other. They can set up quotas, some of which are absurdly arbitrary and impossible. They can keep elaborate report systems; they can advise, harry, expostulate, preach and threaten.

But when it comes to doing a real sales job many of them are lacking—either because they can't sell or won't.

It is a significant fact, established by the observations of authorities such as Mr. Lasker and Mr. Faust—and of course some of us lesser folk could cite similar instances—that when a sales manager can actually sell he usually has little or no trouble on the administrative end. He may or may not be efficient in pushing thumb tacks into maps on the wall (even real sales managers must be allowed to have their little idiosyncrasies) but his men respect him.

Take this man Gradwell. One time when Oliver typewriter sales were lagging he concluded that his branch sales offices probably did not have enough live prospects upon which to work. He ran some general advertising designed to procure inquiries and he did get a considerable number of responses from various parts of the country. These he distributed to the branch offices with the suggestion that here was something upon which they could get busy and sell some typewriters.

This method of getting inquiries was new to Oliver salesmen as it was to many others at that time. And, being new, its value impressed them as questionable, to say the least. They thought the inquiries were sent by mere curiosity seekers and were therefore next to useless.

The manager of the New York sales office, for example, returned to Mr. Gradwell a bunch of inquiries that had been turned up by the advertising in his section with the notation that they were obviously useless and that to send out perfectly good salesmen to call upon them would be a sinful waste of

the company's good money.

Gradwell had heard so much about the alleged uselessness of the inquiries that he got pretty mad. The New York manager's letter was received in the morning mail. By noon the sales manager was on his way East with twenty-five of the rejected inquiries in his pocket. On the train he discovered that fifteen of the prospects gave Jersey City addresses. Accordingly he stopped off at Jersey City and put in the day calling upon them.

Next morning, bright and early, he appeared at the Oliver office in New York and told the manager he wanted to discuss the inquiries with him.

"So you think these names are those of curiosity seekers," he remarked. "How about this Jersey City list? Do you think they are any good?"

"Not worth a thing!"

"Well," Mr. Gradwell quietly replied, "I stopped off in Jersey City yesterday, saw fifteen of these people and sold them twenty-nine typewriters. Here are the orders."

So the Men Got Busy

He then advanced the suggestion that unless something like a similar average could be maintained for the rest of the inquiries in the New York district there might be a new manager in that section. There wasn't. Mr. Manager knew that in the inquiries was some real business for his firm, for hadn't his boss just demonstrated that fact to him? He and his men got busy and all records for his office were broken.

The Oliver method of getting inquiries, being new for that time, was regarded by the sales staff as simply an impossible way of making sales. Whoever heard of such a thing as angling in the general market for prospects in this manner? Why waste one's time in calling on a bunch of kids, who probably never saw a typewriter in their lives, and peddling machines to them? Typewriters were not sold that way. Very plainly the esteemed boss was away off his base for once.

The real sales manager, then, is the one who not only can think up or dig up a new selling idea but who can execute it. He is the person who can do the things that can't be done. Gradwell's day was no different from this in that it is always desirable to have somebody around the sales department who can lead. There is a vast difference between leading and driving. Most people, including most salesmen, are mere followers; they use the thoughts and methods of others, having neither the initiative nor originality to see things for themselves. But do a thing, demonstrate the how to them and they usually can follow along with a fair degree of success. They may even add some developments to the original thought, round it out and make it produce. This is nothing more nor less than the teamwork which all sales managers strive for and which is gained by relatively few.

Probably every progressive business organization in this country today is striving for sales as never before. That many of them are not nearly rising to their opportunities in the way of volume is not due to any lack of industry or application.

For the most part, sales divisions are working and fighting today in an unprecedented way. The screws have been applied and almost everybody is trying desperately to do a job—too desperately perhaps.

A Need for Proper Direction of Energy

If all this energy, all this hectic activity, could be harnessed and directed into where it belongs instead of being splattered all over the landscape as at present, the sales figures would quickly take on a much more favorable appearance.

Real leadership is needed—the kind that gets a job done by demonstrating rather than driving. In place of this, however, we see a lot of banner-waving, much working upon the emotions and a vast deal of die for dear old (fill in the name for yourself) spirit. I

then, is
hink up
dea but
the per-
ngs that
day was
hat it is
e some-
part-
ast dif-
nd driv-
ng most
hods ; they
e initia-
e things
a thing.
hem and
ong with
hey may
nts to the
out and
nothing
teamwork
trive for
relatively

ive busi-
country
as never
n are not
rtunities
not due
r applica-

ales divi-
ghting to-
way. The
d and al-
g desper-
esperately

ection of

this hectic
essed and
belongs in-
all over
present, the
ckly take
orable ap-

eeded—the
by demon-
iving. In
we see a
uch work-
and a vast
ld (fill in
spirit. I

have been in sales departments during the last few weeks where the whole set-up has reminded me of scenes in Mr. Wrigley's baseball park in Chicago with thousands of bugs screamingly beseeching Hack Wilson to knock it over the fence. There has got to be less driving and more showing.

In many a business the needs of the time call for new, bold and perhaps revolutionary methods of selling. The heads of these businesses recognize the need full well and in more than one instance that I could cite here the advertising agent has submitted plans covering the need. But the plans are not accepted, or are permitted to flitter out, because everybody around the place is afraid of them. They are afraid because there is nobody with the vision and the ability to go and do the work.

This is the condition which is now causing merchandisers of the Paul Faust type to call loudly for a return to the old standards of militant, *doing* sales management. And logically enough. For if the sales manager, being the leader of his department, cannot himself get out and execute a new idea, make sales under unusual or even extraordinary handicaps, how can he expect his men to do so?

I was talking last week to a Milwaukee sales manager who, with the assistance of his advertising agent, had fashioned a new selling plan which, as he described it, certainly looked pretty good.

"I believe in this thing," he said, "but am having trouble selling it to my men. They are afraid of it and say it won't work. I am not afraid of it myself, but I don't know whether it will work either. I think it will, though, and that is the way we are going to operate around here beginning July 15. These fellows will simply have to like it—unless, or until, it proves to be a failure."

The suggestion was made to the sales manager that he himself had better get out on the road and actually sell some goods under the new plan. Then his men would know it was workable and would accept and use it not because they

had to but because they wanted to.

"Yes," he agreed, "you are probably right. But I simply can't get out of here right now. And, while we are about it, why should I? Here I am with some of the finest and highest paid salesmen in this line of business. They know their trade. If they can't do this thing nobody can. And they could do it, just as sure as shooting, if I could get them to believe in it rather than forcing them to act against their convictions."

This is a sad case. I wonder what Ricard Gradwell would have done under similar circumstances. And was it pressure of administrative duties or a lack of selling ability that really caused this Milwaukee executive to refuse to go to the trade with his advertising agent's big new idea?

Not a Blanket Accusation

I would not have anybody believe that I am attempting here to make a blanket accusation against sales managers in general. There are, happily, many who, sensing the need of the moment, will not stop to argue either with their bosses or their men. A manager of this type gets an idea and, if it does not register with his own organization, he goes to the trade personally for the crucial test. If it makes good, he does not need to argue; it is accepted with eagerness and everybody is for it. The merchandisers of this country were never so hungry for real selling ideas as now, but many of said ideas go to waste because of the lack of a courageous individual to carry them into effect.

A sales executive of one of the big Chicago packing houses and his advertising agent got their heads together and worked out something they thought would be of the greatest value in the administration of the company's branch houses. It was strictly against precedent and they could not get anybody around the place to say even a pleasant word in its behalf. The agent and the executive started out in an automobile and spent three weeks covering the territory between Chicago and

Pittsburgh. They demonstrated beyond all argument that the thing actually would work, and then the whole organization, including the higher executives and the various sales staffs, wondered why such a perfectly simple, obvious and workable plan should not have been introduced much sooner.

Are the sales managers of this country, taking them by and large, making the best use of their brains and selling capacity? Some of them, if the truth were known, have no business to be sales managers; they are simply glorified chief clerks who either have succumbed to top-heavy administrative systems or have no actual practical selling ability to begin with. But how about the others—those who really can, or could, sell merchandise?

If they are what sales managers really ought to be in these times, they are able to do anything their men can do and do it better. They can pick out the tough spots, make sales that can't be made, see prospects who can't be seen. There has got to be somebody around an organization to crack the uncrackable situations, and this used to be regarded as the sales manager's job.

The manager of the Oliver Typewriter Company's Pittsburgh sales that he could not get an audience with the purchasing agent of a coal company in that city who was in the market for a large number of typewriters. The order was of such size as to call for radical action.

Gradwell wired the manager to meet him next morning at nine o'clock sharp in the lobby of the office once reported to Gradwell Pittsburgh building where the coal company's offices were located. Arriving there after a night's ride on a train, he looked on the bulletin-board to ascertain the name of the vice-president in charge of purchasing. He got in, some way or other (any salesman can get to his customers if he uses his ingenuity and adapts himself to circumstances), and addressed himself to the official in this wise:

"My name is Gradwell. I am sales manager for the Oliver Type-

writer Company. My Pittsburgh representative, Mr. Blank here, is having trouble in locating the man in your company with authority to buy typewriters. I came on here from Chicago last night so that I could have Mr. Blank meet you. Mr. Vice-President, this is Mr. Blank."

The sheer dramatics of the thing or whatever name you want to call it, rather dazed Mr. Vice-President and while the two men were shaking hands, after the unusual introduction, Gradwell hurriedly left without as much as saying good-bye. He did not even go to his Pittsburgh office, but boarded the next Chicago-bound train.

District Manager Blank got the order—a whopping big one, and the coal company became a steady and profitable customer.

That was sales management that is sales management. We could stand a lot more of it these days.

J. H. Rand, Jr., Heads Remington Rand

James H. Rand, Jr., has been elected chairman of the board and president of Remington Rand, Inc. He succeeds William F. Merrill as president. Mr. Rand was founder of the American Kardex Company, which was merged with the Rand Company, operated by his father, James H. Rand, Sr., in 1925 as the Rand Kardex Company. This company became a part of Remington Rand, Inc., when that organization was formed in 1927.

Fostoria Glass to Lennen & Mitchell

The Fostoria Glass Company, Moundsville, W. Va., manufacturer of the Fostoria brand of table glassware, has appointed Lennen & Mitchell, Inc., New York advertising agency, to direct its advertising account.

Society Brand Clothes to Henri, Hurst & McDonald

Alfred Decker & Cohn, manufacturers of Society Brand clothes, have appointed Henri, Hurst & McDonald, Inc., Chicago advertising agency to direct their advertising account. Plans for a national campaign are being worked out.

Metal Arts to Hughes, Wolff

The Metal Arts Company, Rochester, N. Y., manufacturer of school pins, rings and advertising specialties, has appointed Hughes, Wolff & Company, Inc., advertising agency of that city, to direct its advertising account. Magazines will be used.

IN
Ig in

New York

A balanced CIRCULATION

A balanced newspaper circulation has both quantity and quality. It gives intensive coverage where coverage is most desirable. It parallels purchasing power and sales potentialities. In relation to its total, it is neither top-heavy in the city nor in suburban and country. Thus, it eliminates waste and promotes advertising effectiveness.

The News offers advertisers a *balanced* circulation. Of its total, 64% is in Marion County (Indianapolis), 84% in city and trading territory, and 16% in the outer zone. City circulation is 94% HOME DELIVERED by regular carrier (as defined by the A. B. C.) to regular subscribers. Suburban and country circulation is almost wholly confined to cities and towns, and—by means of 95 motor routes operating only over principal highways—to rural residents of highest purchasing power. In Indianapolis, The News is read by more than 4 out of every 5 families. In the city and trading territory, by an average of more than one out of every two families.

News circulation efforts are confined to logical areas. News circulation is heaviest where purchasing power is greatest. This—with long established reader interest and responsiveness—enables it to do a complete and economical advertising job...ALONE.

 Member of the 100,000 Group of American Cities

THE
INDIANAPOLIS NEWS
1st in Indianapolis for 36 consecutive years

New York: DAN A. CARROLL
110 East 42nd Street

DON U. BRIDGE
Advertising Director

Chicago: J. E. LUTZ
Lake Michigan Bldg.

*"Of all the things Americans make
they love to build cities the most."*

LORD WANDERFOOT

(NOW TRAVELING IN THE UNITED STATES)

A
A gain reminding you time is
fleeting and that Labor Day soon
turns the corner into autumn plans
and autumn selling.

Where is the *greatest visible
volume* to be obtained? In the
CITIES. Where is the sharpest
accent for your advertising to be
obtained? In the NEWSPAPERS.

The Boone Organization repre-
sents 25,000,000 city consumers
in ELEVEN CITY MARKETS where
the dollars turn over at the fastest
rate. This organization has plotted

thes
pac
sion
sell
sub
on-t

A re
lend
lead

CA

ROD
INTE
571H

CHICAGO
Hearst Bu

BOSTON
5 Winthr

New York
Boston Am
Albany Tis
Detroit Tis

Boston Ad
Albany Tis
Detroit Tis

these markets according to compact, easily worked sales divisions. It has acquired intensive selling knowledge by the only substantial method—which is *on-the-spot experience.*

A request for the Boone Man to lend his head and hand often leads to unlooked for profit.

CALL THE BOONE MAN



RODNEY E. BOONE ORGANIZATION
 INTERNATIONAL MAGAZINE BUILDING
 57th STREET AT 8th AVENUE, NEW YORK CITY

CHICAGO
 Hearst Building

BOSTON
 5 Winthrop Square

PHILADELPHIA
 Fidelity Philadelphia
 Trust Building

SAN FRANCISCO
 Hearst Building

DETROIT
 General Motors Bldg.

ROCHESTER, N. Y.
 Temple Building

New York Journal
 Boston American
 Albany Times-Union
 Detroit Times

DAILY
 Syracuse Journal
 Rochester Journal
 Washington Times-Herald

Chicago American
 Baltimore News
 Omaha Bee-News
 Atlanta Georgian

Boston Advertiser
 Albany Times-Union
 Detroit Times

SUNDAY
 Syracuse American
 Omaha Bee-News
 Washington Herald

Baltimore American
 Rochester American
 Atlanta American

SAVINGS deposits in Detroit have increased Sixteen Million Dollars during the last two years according to the composite statement of all Detroit Clearing House Banks for June 30, 1931.



OF course, this increase represents, almost exclusively, the savings of families whose incomes have not been seriously affected and who have been able to set aside more money because of decreased living costs.



THEY are largely families of salaried workers living in the major purchasing power districts of the city the districts in which eighty per cent of the circulation of this newspaper is concentrated.

ADVERTISING in The Detroit Free Press contacts this substantial purchasing power at a *very low cost*. As a matter of fact, it actually costs *less per line* in the Free Press to reach a million dollars of potential purchasing power than in *any other Detroit newspaper*.



AND today, more than ever before: it is the *number of dollars* reached, and not the number of people, that makes sales possible.

The Detroit Free Press



VERREE & National

New York

Chicago

Detroit

CONKLIN, INC.
Representatives

San Francisco

Merc

DU

move
ware
signifi
of mi
in the

Alth
seen
retai
great
selling
fected.
turers
the mo
and ar
ways.

Few,
ever,
quite
son.
T
tests
display.
store.
value
druggis
salesme

1

Deals

How Johnson & Johnson Are Capitalizing Open Display

Merchandising Service and Other Helps Make Possible Distribution of Nearly 2,000 Display Tables

By C. B. Larrabee

DURING the last three years the spread of the open display movement in the grocery, hardware and drug industries has been significant of a changed attitude of mind on the part of retailers in these three fields.

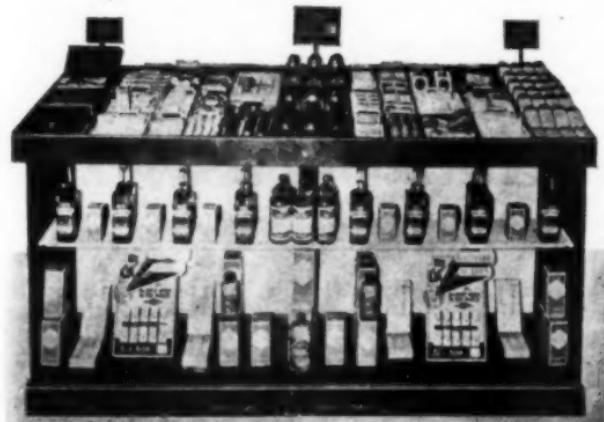
Although this movement may seem to be primarily a matter of retail store arrangement, it is of great importance to manufacturers selling in the three fields most affected. A number of manufacturers in these fields have sensed the movement's importance to them and are tying-in with it in various ways.

Few, if any, manufacturers, however, have gone into the subject quite so deeply as Johnson & Johnson. They have made exhaustive tests to prove the value of open display. They have created an open display fixture for retail drug stores. They have preached the value of open display to retail druggists. They have put their salesmen behind the open display

idea. They have created a monthly display table sales plan and service. As a result, within a period of less than a year they have distributed nearly 2,000 open display tables and are assured that many hundreds of retail merchants are not only using these fixtures, but also the merchandising service which makes the fixtures a profitable investment for the retailer.

Before going into the proposition as deeply as it has, the company made a number of tests. In various test stores open display tables were set up and sales were checked on the items displayed against sales on the same items during an equal preceding period. In one store, a pharmacy in Trenton, N. J., there was a total increase of sales of 137 per cent. In another store the increase was 95 per cent and in another 79 per cent.

While it was testing, the company was also investigating into the best type of table to use. After various considerations the company



Dealers Agree to Devote One-Third of the Top and Shelving of the Table to Johnson & Johnson Products

decided on a table a little more than six feet long, a little more than two feet wide and three feet high. It has an open top with adjustable glass partitions to divide the top into compartments and is furnished with price card tickets and ticket-holders. Below the top is one adjustable wooden shelf which, with the shelf at the bottom of the table, allows two more display surfaces for bulkier merchandise.

According to the company the regular price of this table, with equipment, should be \$40.50. However, in order to place the table in as many stores as possible, the company inaugurated a deal as follows:

With an order of \$100 net of Johnson & Johnson products, the company sold the table to the dealer for \$25. The company placed only two restrictions upon this sale. The dealer was not to order more than certain amounts of three of the more popular Johnson & Johnson products and he agreed to devote one-third of the top and shelving of the table to the display of the company's products for one year and not to display competing merchandise on the table during this time.

In order to get as many dealers to use this table as possible, the company uses several different methods of selling the advantages of open display.

First, it made sure that its salesmen were solidly behind the plan. In sales meetings the idea was explained to the salesmen and, in addition, they were furnished a folder which described the table and the advantages of open display. These advantages were summarized for the salesmen briefly as follows:

1. It will develop larger orders for Johnson & Johnson products.

2. It will keep these products within sight and reach of drug store customers, instead of having them on shelves or hidden in drawers.

3. It will increase the druggist's unit of sale.

4. It will increase turnover.

5. It will attract women, who represent 85 per cent of the pur-

chasing power of the drug store.

6. It will educate the druggist in modern merchandising methods.

7. It will make the company's expenditure for national advertising far more productive.

A study of these points will indicate that they outline not only the advantages of open display from the standpoint of the company, but also from the standpoint of the druggist.

Next, the company began to feature open display in its trade advertising. This advertising described arguments in favor of open display and told about the table and the deal.

In addition, the company created a thirty-two page book, "Modern Drug Store Merchandising," which is a manual of store arrangements for druggists. It not only describes the company's open display table, but also gives the druggist many interesting angles on the best method to arrange his stock, how to place his counters, how to get the most out of his window displays, how to light his windows and store, etc. This book has proved very effective in fostering the open display movement.

In order that dealers would get the most out of their tables, the company created a merchandising service department in charge of a man who has had considerable experience in increasing retail sales by means of better arrangement, etc. This department acts in the role of general counselor to any druggist who has a merchandising problem. In this article, however, we are more particularly interested in how it is developing the use of the open display table.

Each month the dealer who has purchased one of the tables receives a sales plan. This is in the form of a four-page folder, one page of which tells the druggist the mechanics of using the adjustable equipment such as the trays, clips, price ticket holders, etc. The other two pages are devoted to table layout plans for the month, there being a different plan for each week. The suggested displays are laid out for the dealer in diagram form showing him just where

Pikers . . . Pass Out in Chicago

Chicago awards no laurels to advertising chiselers. Used to big things and big ways, the nation's second biggest market can't be kept up nights by a campaign no bigger than the vision of a directorate which hasn't been west of Buffalo since 1893.

Chicago gives as good as it gets — like any other town. But it's so big that there is always danger of accepting half-returns for complete success — unless you know what complete success embraces. And to know that, you must know Chicago as the Chicago Evening American knows it. No other Chicago newspaper has so thoroughly dissected Chicago from the sales and distribution angle as have we.

Come to think of it, we could scarcely have built Chicago's biggest evening paper circulation and held it by a growing margin for over ten long years without learning something about Chicago. And all we know is yours if you will but call in the nearest Boone Man.

CHICAGO EVENING AMERICAN

a good newspaper now in its ELEVENTH YEAR of circulation leadership in Chicago's evening field.

National Representatives

RODNEY E. BOONE ORGANIZATION

July 23, 1931

to place the merchandise and just how much space to devote to each item. A study of the layout for the week of June 1 to 7 will show what the company recommends. The following items are suggested for the top of the table:

Johnson & Johnson auto kits, razors, shaving cream, Tek tooth brushes, shaving brushes, J & J red cross bandage, tooth paste, Band Aid, adhesive tape, chamois, flashlights, Thermos bottles, cold tablets, aspirin, flashlight batteries, sunburn lotion, poison-ivy lotion, honey and almond cream, J & J baby soap, J & J Joncolia, cotton, wash cloths, J & J baby cream and J & J baby powder.

Note how all the items are seasonal and also how various items are related. For instance the auto kits, flashlights and chamois, to say nothing of the Thermos bottles, all fit into the early summer month as do the sunburn lotion and poison-ivy lotion. Note how razors, shaving cream and shaving brushes (allied items) are featured, also tooth paste and tooth brushes.

In addition to the material suggested for the top of the table, the company also shows a picture of the shelves on which for this particular period are bay rum, a mouth wash, razor blades and facial soap. In addition to the monthly sales plan, the merchandising service department also from time to time sends out special posters to be used in the sign holders on the counters. The company keeps the service up to date and also places itself in a position to secure new merchandising ideas for retailers by means of a staff of seven men who are doing research work in the field. These men operate in drug stores, rearranging counters and wall sections, installing windows and making other improvements which are tested in operation for the development of the company's service.

The results achieved by the company have been gratifying. As has been already noted, between 1,500 and 2,000 of the tables have been placed and orders are coming in regularly for more. The company finds dealers, as soon as

they have given the open display idea an opportunity to do its work, become more enthusiastic and begin to avail themselves of the service offered by the merchandising service department. The result is that the open display idea is kept alive and becomes a thing of continued interest to the retail druggist. Of course, there are druggists who do not spark, even after they have given the table a test. The majority, however, have accepted the idea readily and are becoming more enthusiastic about it as time goes on.

The success of Johnson & Johnson with open displays should point the way to other manufacturers in the grocery and hardware as well as the drug field. It indicates, above all, the necessity for a thorough and complete plan. No manufacturer can capitalize the success of the open display movement profitably by such half-hearted methods as a trade advertisement or two or the offering of a display fixture which does not have a carefully planned merchandising idea behind it. Any plan must be kept alive and followed up by mail and by salesmen. It should have some kind of merchandising service department behind it and should foster seasonal merchandise whenever possible.

The open display is one of the oldest forms of retail selling. Woolworth has been using it for more than a half century. Its present renaissance in three very important types of retail stores is due to a recognition on the part of leaders in retail merchandising that the open display idea is as good today as it ever was. Manufacturers can hardly afford to overlook its development. The fact is that hundreds of stores in all parts of the country have adopted open display whole-heartedly. The manufacturer can either tie in with the movement or ignore it. Present indications are that the best course is to tie in. By doing so, the manufacturer will gain the good-will of hundreds of retailers and will be able to assure himself that his merchandise will have a fair chance in the battle for display.

They are both good

- There are two ways of handling your direct-mail advertising. You can prepare it yourself and then send it to us to print, or—
- You can commission us to prepare it, and after you have placed your O.K. upon it, we will print it.
- Our service includes the writing of copy, designing, photography, retouching, engraving, and addressing and mailing, as well as the printing and binding.
- If you care to have the benefit of a new point of view, we will be glad to send a competent man to see you.

CHARLES FRANCIS PRESS
PRINTING CRAFTS BUILDING
461 EIGHTH AVENUE • NEW YORK



Retail Stores Advertising first six months 1931-1930

	Rank	1931	Rank	1930	Gain or Loss
NEWS	1	5,276,635	3	4,384,541	+ 892,094
Sun	2	5,025,906	1	4,775,793	+ 250,113
Times	3	4,644,926	2	4,414,509	+ 230,417
Journal	4	4,524,679	4	4,189,269	+ 335,410
Herald Trib.	5	3,045,770	5	3,191,243	- 145,413
Eagle	6	2,548,283	6	2,740,841	- 192,558
World Tel'g'm	7	2,470,423	9	635,064*	+ 1,835,359
American	8	1,626,590	7	1,812,397	- 185,807
B'klyn Times	9	918,270	13	436,255	+ 482,015
Stand. Union	10	562,555	12	444,928	+ 117,627
Post	11	558,704	8	946,802	- 388,098
Mirror	12	508,065	11	479,945	+ 28,120
Graphic	13	474,825	10	524,959	- 50,134

* Telegram only

Source: Advertising Record Co.

• • tabloid

but in the first six months
of 1931, it carried more
retail store lineage than
any other newspaper in
New York . . . and at the
highest newspaper rates
in New York.

T H E  N E W S
New York's Picture Newspaper
220 EAST 42nd STREET, NEW YORK CITY
Tribune Tower, Chicago • Kohl Bldg., San Francisco

—an advertising medium!

Worcester, Massachusetts

The Fourth Dimension— ACTUAL RESULTS

The three standard dimensions by which the value of an advertising medium is judged—breadth of coverage, reader acceptance, buying potentiality—are summed up in the Fourth Dimension of keenest interest to advertisers: ACTUAL RESULTS.

"SOLD OUT"

Says Sears, Roebuck & Company Manager.

"We wanted to let you know how well satisfied we were with the advertisement on floor coverings we ran in the Sunday Telegram, April 12, and in the Gazette the following afternoon.

"We were so busy all Monday morning with calls for the advertised items that we rushed an order to our Boston warehouse for additional stock; this extra stock reached us Tuesday, but the steady demand for these items kept up until by 2:30 Wednesday afternoon we were completely sold out of both the original and replacement stock.

"For actual pulling power this Sunday Telegram and Monday Gazette advertisement was one of the best we have ever run."

(Signed)

R. S. KEITER.

IN CLASSIFIED ADVERTISING—from which more than any other advertising IMMEDIATE CASH RETURNS are expected and demanded—the Sunday Telegram maintains year after year an unchallenged leadership. Because it is read in 7 of every 10 homes every Sunday.

Sunday Telegram Circulation 54,094

THE TELEGRAM-GAZETTE

Worcester, Massachusetts

George F. Booth, Publisher

Paul Block and Associates, National Representatives

New York Boston Chicago Detroit Philadelphia San Francisco

Copy Is as Copy Does

Let's Stop Trying to Vivisect Copy, and Let the Public Do the Exporting

By Weston Hill

Of Van Sant, Dugdale & Corner, Inc. (Advertising Agency)

THERE seems to be a tendency to over-emphasize copy form, with a corresponding under-emphasis on copy function.

Indeed, many of our best advertising standard-bearers have recently been self-appointed to give voice to weighty copy pronunciamentos, some of the more attention-flagging of which are to the effect that:

1. Copy is only 10 per cent of the advertisement.

2. Maybe so, but it's the *final* 10 per cent.

3. Copy writers are a lot of journeymen; to make a list of 100 worthy of the name would be practically impossible.

4. Anybody can write copy. Even clients know that, and often try to prove it.

5. Copy should approximate as closely as possible the editorial style of the publication in which it appears.

6. Copy is just part of the mass of which the advertisement consists; its value is almost entirely pictorial.

7. New, light, unusual words are the only words worth using.

8. The only words worth using are old, well-worn ones that the casual eye accepts without effort.

My own two cents' worth is that these copy vivisectionists are missing the undeniable, fundamental fact that copy's one basic function is not to look well or read well or be admired of the 'literati,' but to help make immediate or eventual sales. If it does that, regardless of its other attributes or lack of them, it classifies as good copy.

When I say *help* make sales, I mean just that. Use copy as one of the men in the ranks, and you are safe. Try to make a whole army out of it, and the chances are that you're licked before you start. Copy alone never won the War of Madison Avenue or the Battle of Murray Hill, or made

General Public see that sales resistance was useless and throw open the gates to Major Markets. Copy was out there in the trenches or back in the artillery, or perhaps even with the engineers; but wherever it was, it was just part of the army. This is probably the one fundamental that any copy writer, be he of Bruce Barton's hallowed hundred or just one of the rest of us, will do well to keep carefully planted in the top-soil of his consciousness. A piece of copy that tries to star, instead of playing ball like the rest of the team, just isn't good copy, that's all.

I believe any advertising man will agree with me that too much copy is written so that other advertising men will say of it, "The bird who wrote that can *write!*" and too little so that the public will read it and say, "That must be good merchandise; I want some of *that!*" Nor will many deny that too much copy springs from a mesalliance of many minds, each of which adds a word, deletes a phrase, changes a paragraph or two, and makes the whole a child which, to put it politely, has no mother or father.

And it is undeniably true that too much copy is approved by round-table heavy-heads and too little by public preference. Most of today's copy is ingrowing in its outlook, and an occasional advertisement written with an eye to what the public likes can grab the ball and gallop for a score every time.

Of course, things like this are ultimately self-adjusted. Just as in the last decade we learned something about copy that we did not know before, so we will probably learn some more about copy in the ten years that are just around the corner.

In fact, it is fairly safe to predict a trend or two. Clients in increasing numbers, I make bold

to prophesy, will object to seeing their nice white space used by their agencies to write open letters to one another. There will be a continued inclination on the part of testy old advertising savants, who couldn't write a page for Gimbel's in a month-of-Saturdays, to judge advertising copy on the basis of literary merit, and an equal and contrary reluctance on the part of most advertising men and their clients to accept these edicts, with the ultimate result that savanting will go out of style.

There will also be a strong bull market in copy writers who have the courage to write copy for what it will do, rather than what other copy writers will say about it.

"Indiana Staats-Herold" Resumes

Publication of the *Indiana Staats-Herold*, which was suspended at the time of the World War, has been resumed at Hammond, Ind. It will be a weekly newspaper, published each Saturday, printed in German. The Staats-Herold Publishing Syndicate of Chicago will own the controlling interest. Hans Scharlach, formerly with the *Illinois Staats-Herold*, will be editor and manager.

McClure with Carroll Dean Murphy, Inc.

W. Frank McClure, whose resignation as head of the Chicago office of Albert Frank & Company, was announced in PRINTERS' INK last week, has become a vice-president and a principal of Carroll Dean Murphy, Inc., advertising agency, Chicago and New York.

Appoints Mickle

William Moenning & Son, Philadelphia, musical instruments, have appointed Joseph R. Mickle, advertising agency of that city, to direct their advertising account. Direct mail and business papers will be used.

Glen Buck Increases Staff

The Glen Buck Company, Chicago, has appointed Clarence A. Buyer as director of its merchandising department. He was formerly with the Elgin Watch Company and the R. F. Walker Agency.

A. M. Orme with Humphrey

Albert M. Orme, for several years with the Boston office of Batten, Barton, Durstine & Osborn, Inc., has joined the H. B. Humphrey Company, Boston advertising agency, as an account executive.

Mid-West Newspaper Executives Plan Meeting

The fall meeting of the Mid-West Newspaper Advertising Managers Association will be held at Kansas City, September 6 and 7. Among other features of the September meeting will be the awarding of the Shuman-Larson trophy. With this trophy goes a one hundred dollar prize which is awarded to the member of any member paper's advertising staff who creates the best local sales idea, newspaper advertising feature or local campaign. The trophy is given by Al Shuman advertising director of the Fort Worth, Tex., *Star-Telegram* and Frank Larson, business manager of the Tulsa *Daily World*.

To Represent Futura Publications

Futura Publications, Inc., New York, which will publish *Movie Mirror* and *Love Mirror*, have appointed Blanchard-Nichols-Coleman & Johnston to be their advertising representatives in the Middle West. N. Frederick Foote & Associates, Boston, have been appointed advertising representatives in New England.

The Middle Western office is under the direction of Robert Johnston, Chicago resident partner of his firm.

Movie Mirror and *Love Mirror* are the two new magazines which will be sold nationally through six chain organizations, commencing with the November, 1931, issues.

P. & G. Elect Buzby and Brodie Vice-presidents

Stockton Buzby, general sales manager of The Procter & Gamble Company, Cincinnati, has been elected vice-president in charge of sales of that company. Starting with the firm as a clerk in the Washington, D. C., office in 1905, he was made district manager of the New York area in 1912 and general sales manager in 1927.

R. K. Brodie has been made vice-president in charge of manufacturing of Procter & Gamble.

"Review of Reviews" Advances Ralph Rockafellow

Ralph Rockafellow has been appointed business manager of The Review of Reviews Corporation, New York, publisher of the *Golden Book Magazine* and the *Review of Reviews*. He has been with the company for the last three years. Mr. Rockafellow was formerly with *World's Work* and was, at one time, a member of the editorial staff of PRINTERS' INK.

Hinds Account to Erwin, Wasey

The Lehn & Fink Products Company, New York, has appointed Erwin, Wasey & Company, Inc., New York, to direct the advertising of its Hinds Cream and Almond Cream.

A. B. C. March 31, 1931 — 52,219 daily — 60,365 Sunday

New York Chicago Los Angeles San Francisco Philadelphia



Executive
Mid-West
Advertisers
Kansas City,
other fea-
will be
San-Larson
es a one
awarded
er paper's
the best
advertising
the trophy
vertising
tex., Star-
business
World.

ura

New York,
Mirror and
Blanchard
to be their
the Middle
Associates,
advertising
and.
e is under
oston, Chi-
firm.
Mirror are
ch will be
chain organ-
November.

by and
dents

sales man-
e Company,
vice-presi-
at company.
clerk in the
905, he was
New York
ales manager

made vice-
facturing of

s' Ad-
afellow
en appointed
view of Re-
k, publisher
ine and the
s been with
three years,
merly with
one time, a
f of PRINT-

Erwin,

ts Company,
rwin, Wase-
rk, to direct
s Cream and

The Florida Times-Union

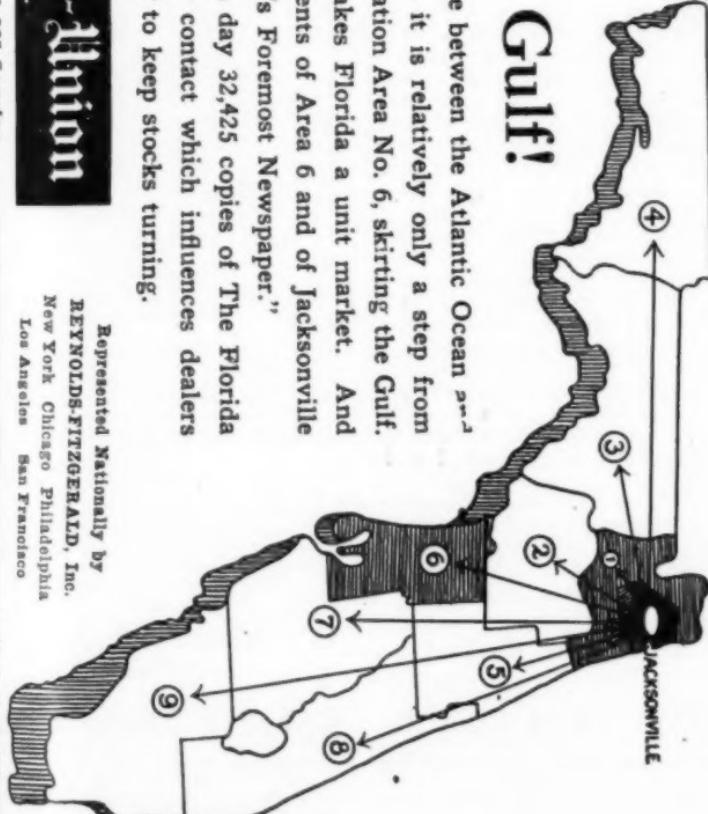
JACKSONVILLE, FLA.

A. B. C. March 31, 1931 — 52,219 daily — 60,365 Sunday

**Buying Urge
From Atlantic to Gulf!**

IMAGINATION pictures a vast expanse between the Atlantic Ocean ^{2000'} and the Gulf of Mexico. But in Florida, it is relatively only a step from Jacksonville, beside the Atlantic, to Population Area No. 6, skirting the Gulf. This shrinking of distance further makes Florida a unit market. And further, seven mornings a week the residents of Area 6 and of Jacksonville are mentally a unit too, through "Florida's Foremost Newspaper."

For, these 72,273 families require each day 32,425 copies of The Florida Times-Union. It creates an advertising contact which influences dealers overwhelmingly—and urges the consumer to keep stocks turning.



Endorse Aims of National Better Business Bureau

ENDOREMENT has been given to the work of the National Better Business Bureau in a resolution adopted by the executive boards of the American Association of Advertising Agencies and the Association of National Advertisers. The resolution was passed on the recommendation of a joint committee on advertising standards, representing both associations.

The resolution reads:

"We hereby approve the aims of the National Better Business Bureau in its endeavor to enhance the credibility of advertising by seeking to eliminate untrue and misleading copy appeal, in the interest of and on behalf of all constructive advertising interests."

The joint committee was created a short time ago to study and analyze sound principles of copy appeal, for the guidance of the members of both associations and of other advertising interests desirous of raising the standards of advertising and of building up public confidence in it.

It was felt by the joint committee that self-regulation in the field of advertising is greatly to be preferred to government control. At the same time it was recognized that such self-regulation could best be made effective through an already established body like the National Better Business Bureau. Ralph Starr Butler, vice-president of the General Foods Corporation, is chairman of the joint committee. John Benson, president of the American Association of Advertising Agencies, is secretary.

Death of W. C. Tunks

W. C. Tunks, for the last three years general manager of the Jacksonville, Fla., *Journal*, died last week at Baltimore. Mr. Tunks, who was forty-four years old at the time of his death, had started his newspaper career on the West Coast with the Scripps organization. For sixteen years he was general manager of the Portland, Oreg., *News*.

Ray Long to Leave Hearst Magazines

Ray Long will retire on October 1 as editorial chief of *Cosmopolitan*. On this date he also will withdraw as president of the International Magazine Company, Inc.

He will be succeeded as editor of *Cosmopolitan* by Harry Payne Burton, former editor of *McCall's Magazine* and, at present, editor of *Physical Culture* and consulting editor of *Liberty*, two of the Macfadden Publications.

Mr. Long will become chairman of the board of directors of Richard R. Smith, Inc., book publishing house, which he founded eighteen months ago in partnership with Mr. Smith who, until then, had been head of the college department of the Macmillan Publishing Company.

This decision of Mr. Long to devote all of his time to his new venture takes from the magazine field one of its most prominent personalities. He was one of a group of men well known in advertising and publishing work who served an apprenticeship on the Indianapolis *News*, which he joined as a reporter in 1900. In 1905 he became managing editor of the *Cincinnati Post*, serving on the *Cleveland Press* in a similar position from 1908 to 1910. From 1912 to 1918 he took over the editorship of the *Blue Book*, *Red Book* and *Green Book*. On January 1, 1919, Mr. Hearst made him president and editor-in-chief of the International Magazine Company, Inc., which gave him editorial supervision over *Cosmopolitan*, *Good Housekeeping*, *Harper's Bazaar*, *Motor* and *Motor Boating*.

Canada Modifies Magazine Tariff

The proposed duties on magazines entering Canada have been modified. Announcement to this effect was made to the House of Commons by Premier Bennett. The new rates are based on the percentage of advertising content rather than on weight of the publication.

For periodicals with less than 20 per cent advertising content, there will be no duty; from 20 to 30 per cent the rate will be 2 cents a copy, and above 30 per cent, the duty will be 5 cents a copy. The duty, as now announced, becomes effective September 1. Until that date, there still remains the privilege of other modification, though further change is considered unlikely. The duty originally announced was 15 cents a pound.

E. J. Mehren to Head Cement Association

Edward J. Mehren, vice-president of the McGraw-Hill Publishing Company, Inc., in charge of the Chicago office, has been appointed president of the Portland Cement Association of that city. He will be the first president of the association to devote his entire time to that work. He begins his new duties September 1.

Hearst

October 1 at
. On this
as president
the Company,
editor of
ne Burton,
azine and,
Culture and
two of the

chairman of
Richard R.
ing house,
months ago
Smith who,
the college
Publishing

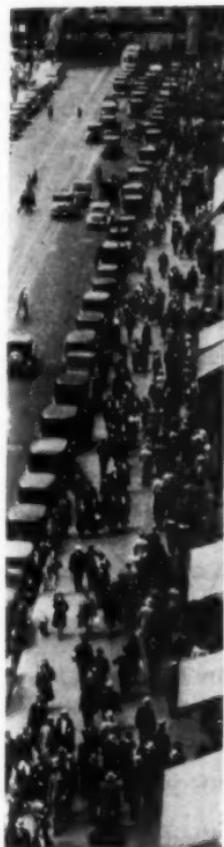
to devote
nture takes
of its most
was one of
in advertising
served an
polis News
er in 1900.
ng editor of
ng on the
ar position
1912 to 1918
f the Blue
Book. On
made him
f of the
pany, Inc.
supervision
usekeeping,
and Motor

magazine

magazines
modified
was made
by Premier
e based on
ng content
publications
han 20 per
ere will be
er cent the
e and above
e 5 cents a
ounced, be
Until that
privilege of
ther change
duty origi
s a pound.

Cement

president of
Company,
o office, has
the Portland
ty. He will
association
that work
September 1.



**"NEW YORK'S
MOST INTERESTING
NEWSPAPER"**

Say

**300,000
MODERNS
*New York Style***

The 300,000 American readers have proved worthwhile customers for the local merchants who sensed the big swing to the American. A swing that tallied 100,000 new readers — and that brought to the American five

times as much department store advertising between March and June as in the same period last year.

Over 100,000 new readers came over to the American and stuck with it. A consistent increase in local advertising — that topped the total for all 1930 in May and June alone of this year. Two facts that show what its home town thinks of the American — and that by advertising to the more than 300,000 Daily American readers (1,150,000 Sundays) you can reach a profitable market for any product.

NEW YORK AMERICAN

NEW YORK'S MOST INTERESTING NEWSPAPER

Nationally Represented by Paul Block and Associates

V
bona fide.

GIVE us bona fide circulation" is the cry of True national advertisers. "Yes" is their answer to the query, "Do you want an end to unnatural methods which force circulation?" "Yes, we want circulation deflated to a basis of genuine reader interest."

True Story has been delivering bona fide magazine circulation since its inception in 1919. Every month, practically two million copies of True Story are bought voluntarily over the newsstands at twenty-five cents per copy: the largest newsstand sale of any magazine at any price. In fact, the newsstand sales

~~de... plus~~

The circulation of True Story is 500,000 copies greater than the circulation of their answer, second ranking publication. In terms of dollars per unnatural cents, True Story readers pay six million dollars in cash for their favorite magazine every year. This sum is \$300,000 greater than the newsstand revenue of the six leading women's bona fide magazines combined.

circulation. That's certainly bona fide, non-forced, genuine practical reader interest circulation plus . . . the kind of circulation which is established by combining new sales and of inquiry records for True Story and salaried advertisers.



A Few Facts Often Tell It All

According to the 1930 Census there were 2,597,066 inhabitants in the Los Angeles market; and, according to 1930 automobile registrations, these people owned 943,764 passenger cars, or over one car per family. Therefore the market is big, and rich.

53% of these inhabitants live in Los Angeles' suburbs, nearby cities and densely-populated countryside; and this 53% own 61% of the automobiles. Therefore the market differs from others in that the surrounding area outranks the central city.

In the city of Los Angeles the Los Angeles Times is paramount because its circulation is 96% home-delivered whereas every other large circulation is principally street sales. In the outside area, The Times is paramount because its circulation exceeds that of every other newspaper both numerically and in kind. Therefore advertisers ought to show preference to the Los Angeles Times, *and they do and always have.*

Los Angeles Times



Eastern Representative: Williams, Lawrence & Crammer Co., 360 N. Michigan Blvd., Chicago, 285 Madison Ave., New York. Pacific Coast Representative: R. J. Bidwell Company, 742 Market St., San Francisco. White Henry Stuart Bldg., Seattle.

Some

I W
the
campa
Fruit
ing o
PRINT
by H.
that c
ago. I
and de
dissatis
and n
and th

How
one fa
portant
Since
now be
cotton
of cur
prices,
co-oper
very v
readers
of the
fruit co

If th
stales
of co-o
stricted
and oth
parative
that t
a far g
organiza
duced s
There
farmer
which
operativ
course,
realizati
are enc
reveals
some o
the edito
at that
responsi

Broken Contracts Crippled the Prune Campaign of 1901

Some Co-operative Marketing Lessons Learned from the Experiences of the California Dried Fruit Association

By H. L. Wells

I WAS very much interested in the story of the advertising campaign of the California Dried Fruit Association for the marketing of prunes, which appeared in *PRINTERS' INK* recently,* written by H. E. Lesan, who conducted that campaign just thirty years ago. His story is very interesting and deals chiefly with the ignorant dissatisfaction of the president and members of the association and the disruption of the organization because of that fact.

However, advertising was only one factor, and not the most important, that caused the disruption. Since co-operative organization is now being urged upon wheat and cotton farmers as the only means of curing the present ills of low prices, the experiences of pioneer co-operative associations should be very valuable. *PRINTERS' INK* readers may be interested in some of the experiences of this first fruit co-operative.

If there are fundamental obstacles in the way of the success of co-operative handling of so restricted products as prunes, raisins and other fruit, produced in a comparatively limited area, it is patent that these obstacles must exist in a far greater degree to successful organization of such widely produced staples as cotton and grain. There is much criticism of the farmer for the slowness with which he is effecting such co-operative organization, made, of course, by those who have small realization of the difficulties that are encountered. This prune story reveals the fundamental nature of some of these difficulties. As I was the editor of the San Jose *Mercury* at that time and was considerably responsible for adoption of the ad-

vertising campaign through persistent hammering in the columns of the paper, and, therefore, deeply interested in it, I may speak with some knowledge of the situation.

When the California Dried Fruit Association was organized, it was realized that it must absolutely control not less than 85 per cent of the entire California crop. Contracts were entered into with producers of that amount, obligating them to deliver their entire crop to the association. It is obvious that in a single-crop section, marketing but once a year, the great bulk of producers must in some way have an advance upon their crop before it is marketed. The association contract provided for no such advance. In former years growers received small advances from the packing houses, at least at the time of sale of their crops. Even this was cut off when they delivered their prunes to the association, and they had to await the indefinite time when the association would be able to make a dividend payment.

An Attempt at Secret Violation

Even before the crop was picked and dried, buyers for the packers went among the small producers and offered them ready cash for a portion of their crop and large numbers of the growers violated their contracts and sold prunes to the packers for cash, some of them as much as half of their crop. They trusted to the inability of a new association, imperfectly organized, to discover their violation of the contract. The result was disastrous.

At that time the normal crop of the Pacific Coast approximated 190,000,000 pounds. The carry-over from the previous year was usually 25,000,000 to 30,000,000 pounds. This carry-over always had a bear

*The Great Prune Flood of 1901,"
PRINTERS' INK, June 11, page 53.

effect upon the opening prices for the new crop. It so happened that the crop of 1900 was 40,000,000 pounds in excess of normal, and this depressed the price still more. Without taking this fact into consideration, the association fixed its price and waited for jobbers to come and buy—which they failed to do. The market was completely supplied by the packers from the carry-over of the previous year, and by the prunes illegally sold to them by members of the association and by the independent growers.

The result was that spring came and found the association holding the bag, while the normal consumptive demand was being supplied from these other sources. This was the situation when the advertising campaign was undertaken in an effort to move the prunes still in the association warehouse through stimulation of consumption.

Mr. Lesan conducted this campaign, which lasted a little over a month, at an expenditure of approximately \$40,000, a ridiculously small sum as we consider the cost of food publicity in these days. However, it bulked large in the minds of the association members, few of whom had sufficient knowledge of business to comprehend the situation. As Mr. Lesan has said, some 40,000,000 pounds of prunes were marketed in this way which would not otherwise have been sold. Nevertheless, the season approached its end with about the same amount on hand to carry over against the next crop as the year before.

This was the chief argument against the advertising, that the growers were left no better off than they were the previous year. The subsequent heated controversy and agitation resulted in the complete disruption of the association, the growers apparently not realizing, or at least not admitting the fact, that it was their own violation of their contracts and surreptitious supplying of the market at reduced rates which really broke the back of the association.

An absolutely imperative fundamental requirement of co-operative success is the ability of the

growers to support themselves during the period of growing and marketing the crop. This is especially true where the growers depend entirely upon a single crop and have no diversified production, from which they may secure continuous revenue. Every Pacific Coast co-operative was wrecked upon this same rock until some arrangement was made whereby growers could secure advances before the associations were able to declare a dividend from the sale of the crop. It has proved to be impossible to hold growers to their contracts when they were in dire need of money.

The grain and cotton farmers not only face this fundamental necessity, multiplied a thousand-fold in comparison with producers of limited crops, but they also must solve the problem of restricting production, which is even a more difficult one. There is such a large portion of the human family who will not "play the game," that getting them into an organization which has the power to restrict and control production and marketing seems almost impossible of accomplishment. In judging and criticizing the present agricultural situation we must recognize the fact that "old man human nature" is still on the job.

An Opportunity for Staples

However, I believe that publicity may be used far more than it now is for the promotion of even such staple products as wheat and cotton. While all food and clothing products are to a degree competitive, there is opportunity to increase consumption in total through publicity and better marketing methods.

What the prune advertising campaign really proved was that it was possible to take so common an article of food as prunes—at that time far more of a boarding-house joke than now—and by the right kind of publicity put it on tables that were not accustomed to have it, largely because prunes were not considered a sufficiently high-class food. Stress was laid upon health and better cooking of the fruit, especially in the common way of

TH

The
latice

P A U

Here's How Times Have Changed in PITTSBURGH

June Department Store Advertising Largest in Sun-Telegraph History

As an example of how Pittsburgh's big stores view business conditions, nothing could be more conclusive than the fact that during June of this year they used more advertising space in this newspaper than in any other June during the four years of its existence.

Department stores do not buy advertising space on blind faith—there is business in Pittsburgh if it is gone after in the right way, using the right advertising medium.

THE SUN-TELEGRAPH

The Sunday Sun-Telegraph Has the Largest Circulation Ever Attained by Any Pittsburgh Newspaper

NATIONALLY REPRESENTED BY
PAUL BLOCK AND ASSOCIATES

serving them stewed, and many cooks learned that prunes should not be stewed like applesauce, but slowly and carefully, so that they could be served without the skin being broken and with little juice or syrup. I feel quite sure that, had the campaign been continued, not only would the carry-over have been cleaned up, but an insistent demand for the new crop would have been created at a good price.

Appoint Ann Hurlbut

Ann Hurlbut, who recently formed an advertising business at New York under her own name, with offices at 11 West 42nd Street, has been appointed to direct the advertising accounts of the following companies, all of New York: Harris Interior Arts, mirrors; Esmond Gallery, antiques; John McCagney, carpets; Color-tone Furniture Shops, Inc., modern furniture, and the Manhattan Wicker Company, wicker furniture. Magazines will be used on these accounts.

Miss Hurlbut was formerly with Grant & Wadsworth, Inc., New York advertising agency. Associated with her in the new business is Irwin Babcock, formerly manager of the Hartford, Conn., store of William H. Plummer & Company, Ltd., china and glass.

Frankfurter Account to Stedfeld

Stahl-Meyer, Inc., New York and Brooklyn, N. Y., a consolidation of Otto Stahl, Inc., the Louis Meyer Company, Inc., and F. A. Ferris & Company, Inc., has appointed The H. L. Stedfeld Company, New York advertising agency, to direct its advertising account. An advertising campaign is planned, to be confined to the metropolitan district for the present, featuring Stahl-Meyer Imported Style Frankfurters, packaged in enamelled containers. Newspaper, radio and car-card advertising will be used, as well as business papers and direct mail.

W. L. Handley with Topeka Insurance Firm

W. L. Handley, formerly advertising manager of the Missouri Power & Light Company, Kansas City, has been appointed director of advertising and publicity of The Bank Savings Life Insurance Company, Topeka, Kan. Mr. Handley at one time conducted his own advertising business at Kansas City and Topeka.

"Golden Book" Changes Size

The *Golden Book Magazine*, New York, with its August issue adopts an advertising page size of five inches by eight inches. It was formerly published in standard size.

Death of P. G. Thomson

Peter G. Thomson, president of the Champion Coated Paper Company, Hamilton, Ohio, died recently at Cincinnati at the age of eighty. Mr. Thomson, who started his business career with a bookstore, founded the Champion Coated Paper Company in 1892. In 1906 he also founded the Champion Fibre Company at Canton, N. C.

A son, Alexander Thomson, is vice-president of the Champion Coated Paper Company and another son, Logan Thomson, is secretary and treasurer of the Champion Fibre Company. Herbert Thomson Randall, a grandson, is also with the Champion Coated Paper Company.

Dentists Start Co-operative Campaign

Dentists in the cities of Wilkes Barre and Scranton, Pa., have started a co-operative educational advertising campaign, using local newspapers, in an experiment to determine the value of advertising to their profession. The campaign consists of a series of twenty-six articles dealing with various phases of the educational work. No dentists names will appear in connection with the campaign, the expense of which is being defrayed equally by the participating dentists.

McNeilis-Weir, Inc., New York advertising agency, is handling this campaign.

E. V. Donaldson, Director, Maritime Paper Products

E. Victor Donaldson, president and general manager of the Robert Gair Company, has been elected to the board of directors of Maritime Paper Products, Ltd., Halifax, N. S. The Gair Company, it is announced, has extended its activities to Canada where it holds a substantial interest in the Halifax concern, which was organized recently for the manufacture and sale of corrugated paper boxes and containers.

Death of W. F. Oakley

William F. Oakley, associated with Reynolds-Fitzgerald, Inc., publishers' representative, New York, died on July 19 at West Orange, N. J. Mr. Oakley, who was fifty-two years old, had been at one time Eastern advertising manager of the American Press Association. He had also been, for many years, in charge of national advertising for the Munsey newspapers and, at one time, was manager of national advertising of the New York *American*.

G. W. Whiteside with "Pictorial Review"

George W. Whiteside, for the last two years with *Fortune*, New York, has joined the advertising department of *Pictorial Review*, of that city, as a member of the Chicago staff. He was, at one time, with the Curtis Publishing Company.

EASTERN
MARTIN
60 Eas-

MEMBER

son
of the
Ham-
Cincinnati
ton, who
a book-
Coated
1906 he
are Com-

is vice-
d Paper
n Thom-
of the
Herbert
is also
er Com-

ative

es Barre
d a co-
ng cam-
an ex-
value of
n. The
twenty-
s phases
dentists
on with
which is
partici-

rk adver-

ampaign.

ector,
ducts

lent and
ert Gair
the board
Products,
air Com-
ended its
holds a
ifax con-
ently for
orrugeted

ckley
ated with
publishers'
1 on July
r. Oakley,
had been
g manager
ation. He
in charge
e Munsey
was man-
the New

with
" "
e last two
York, has
rtment of
as a mem-
was, at one
ning Com-

•

NO

VACATION

THIS

YEAR... The Times-Star

will take no vacation this year, nor any year, from its daily selling of the Cincinnati market.

There never is a cessation in Times-Star results for day after day it goes into all the responsible homes creating good will and selling for its advertisers.

The Times-Star can, will, and does sell Cincinnati . . . at one low advertising cost and ALONE.

•

THE CINCINNATI TIMES-STAR

HULBERT TAFT
President and Editor-in-Chief



Eastern Representative
MARTIN L. MARSH
60 East 42nd Street
New York

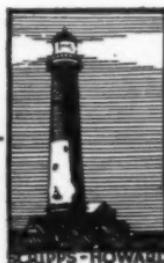
Western Representative
KELLOGG M. PATTERSON
333 N. Michigan Avenue
Chicago

All Unbiased As TRUE Cleveland Market

On this map you see the Cleveland trading territory as ascertained by six important national market investigations. See how thoroughly they are in agreement with the TRUE Cleveland Market as defined by The Press, and shown here by the benday half-circle.

The people of the other large centers northeastern Ohio can be influenced to buy only thru their local newspapers. Cleveland paper scratches the surface of the sales possibilities in these cities. Only in the TRUE Cleveland Market is Cleveland newspaper advertising effective and profitable.

MEMBER OF THE UNITED PRESS . . . OF THE AUDIT BUREAU OF CIRCULATIONS and of MEDIA RECORDS, INC.



The
CRI

ONAL AD
PAPERS
AGO - SA
DIT - P

The Picture of a Man



and transfix impions. The moment we defined the benda

centers
red to b
pers.
surface
ties. O
Clevela
nd pro

The TRUE Cleveland Market as defined by (1) Cleveland publishers in their statements to the Audit Bureau of Circulations, (2) Editor & Publisher, (3) International Magazine Corp'n, (4) Ohio Bell Telephone Co., (5) J. Walter Thompson Co., The 100,000 Group of American Cities.

The Cleveland Press

ONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
PAPERS . . . 230 PARK AVENUE, NEW YORK CITY

AGO · SAN FRANCISCO · LOS ANGELES · DALLAS
DET · PHILADELPHIA · BUFFALO · ATLANTA

Are Your Industrial Buyers Horizontal or Vertical?

Seeking Them by Actual Operating Responsibilities Rather Than Titles
Insures the Proper Direction of Your Sales Appeal

By R. Bigelow Lockwood

IN INDUSTRIAL marketing it is often apt to be confused by terms that, at first glance, appear complicated. Actually their definitions are very simple, but possibly confused by an unfamiliar title, it sometimes happens that an industrial advertiser will overlook their meaning and chart his course more or less blindly. Sales and advertising efforts, as a result, sometimes follow along the wrong channels.

Naturally, the objective of every industrial manufacturer is to seek "buyers," yet due to the admitted confusion that exists in the titles used by men in industry it is easy to be misled in seeking buying control. Buyers may have titles ranging from "general manager" to "foreman," and to attempt to cover industry by covering titles leads to economic waste in marketing. Let us list some typical industrial titles as may exist in a large and modern plant:

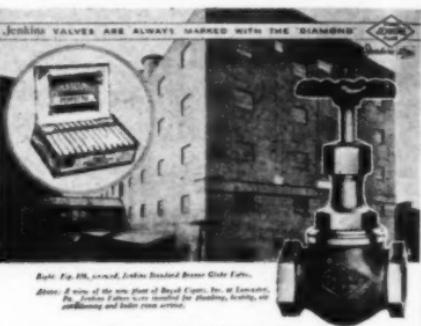
Directors; president; vice-presidents; treasurer; general manager; sales manager; works manager; chief engineer; superintendent; plant engineer; power superintendent; master mechanic; foreman.

These men may have to do with certain of the following products and activities:

Materials and parts; production equipment; material handling equipment; permanent plant; general equipment and supplies; power distribution equipment; power generation equipment.

A manufacturer may decide, for example, that he must sell and advertise his product to works managers or superintendents, judging

buying control by titles alone, and find later that he is barking up the wrong tree, for salesmen's records show that frequently sales are made to the whole gamut of titles. The error in judgment lies in the



Right: Fig. 10, second. Jenkins Brass Globe Valve.
Inset: A view of the new plant of Bayuk Cigars, Inc., at Lancaster, Pa. Jenkins Valves were installed for heating, heating, air conditioning, and water system control.

Favorite brands

In valves, as in cigars, there are favorite brands. Vage, of Philadelphia, describes his favorite:

The selection of valves for plumbing, heating, air conditioning and the boiler room of the new plant of Bayuk Cigars, Inc., of Lancaster, Pa., was made on one criterion. The "Diamond" trade-mark

brand was chosen, because Bayuk

knows Jenkins Valves and the trustworthy performance they delivered in Bayuk's Philadelphia building.

The experienced valve user usually selects Jenkins wherever a sturdy, long-life valve is needed, especially where high temperatures, medium and extra heavy pressures, at your supply house.

JENKINS BROS.

60 Broad Street, New York, N.Y.
1000 Locust Street, Philadelphia, Pa.
1000 Franklin Street, Chicago, Ill.
1000 West 35th Street, St. Louis, Mo.
1000 Franklin Street, Denver, Colo.
1000 Franklin Street, Los Angeles, Calif.
1000 Franklin Street, San Francisco, Calif.

Jenkins VALVES

Since 1864

Here the Copy Is Directed to the Horizontal Type of Buyer—the Valve User Throughout Industry in General Who Thinks in Terms of His Duties

fact that the advertiser judges the buying power of certain prospects by what they are *called* rather than by what they *do*. Therefore, the one reliable method of running down the real "buyers" is to seek them by *actual operating responsibilities*. By listing major responsibilities, any manufacturer can quickly and readily isolate the types of men (buyers) into whose

provinces falls.

To portant dustry broad

1. V

2. F

It is are of us de prove counter marketing compli very grasp.

In Groups the me entirely ticular are lin the ind are com come them. The nature compa they a men, h men, sh men, et their f from o other, tali lie bounda industries man alw is an e cal of t In shor in term perform single i

In the on as elec gineers, power c extend dries of their tially m minded, when th they ma industry limited. Bearin

provinces his product naturally falls.

To assist in doing this, it is important to know that buyers in industry separate naturally into two broad divisions:

1. Vertical Buying Groups.
2. Horizontal Buying Groups.

It is terms like these that are often misunderstood. Let us define them and thus prove that similar terms encountered in industrial marketing are not, in reality, complicated at all but rather very simple and easy to grasp.

In Vertical Buying Groups, therefore, we find the men who are identified entirely with their own particular industries. These men are linked so closely with the industries in which they are connected that they become an integral part of them. Due to the specialized nature of their work in the companies employing them, they are essentially textile men, lumber men, railroad men, shoe men, coal-mining men, etc. When they change their positions and move from one company to another, their movements usually lie within the confined boundaries of their own industries. "Once a railroad man always a railroad man," is an expression quite typical of these vertical groups. In short, such buyers think in terms of their own industry and perform specialized functions for single industries.

In the Horizontal Buying Groups, on the other hand, are men such as electrical engineers, plant engineers, master mechanics, and power engineers, whose functions extend broadly throughout all industries. These men think in terms of their own duties, being essentially electrically-minded, plant-minded, or power-minded. And when they change their positions, they may move from industry to industry, as their duties are not limited to any one.

Bearing this distinction in mind,

it is possible, then, to set up major operating responsibilities for these two groups as follows:

Vertical Buying Groups: General administration. Marketing. Product design. Manufacturing.

Horizontal Buying Groups: Manufacturing, plant and structures,

Mancha's "Coalgetter"

Saves labor
and loading
time



MANCHA'S COALGETTER



All the conveniences of machine loading plus the unusual simplicity of design make the Type "A" Coalgetter an exceptionally fast and economical machine.

It offers a considerable saving in time over hand loading by eliminating carrying and lifting the coal over the sides of the cars. The receiving end of the loader is low and wide with sloping sides making it easy to shovel into.

Large roller bearing wheels and balanced construction make it extremely flexible and portable yet of ample capacity for handling large lumps. Flanged wheels permit operation either on rails or mine floor.

Get full details of this loader.
Ask about the Type "B" Auxiliary.

MANCHA STORAGE BATTERY
LOCOMOTIVE COMPANY

1509 S. Kingshighway, St. Louis, Missouri

Copy of This Sort Appeals to the Vertical Type of Industrial Buyer—the Man Connected with a Specific Industry and Who Thinks in Terms of That Industry

power distribution, power generation.

It is obvious that these factors exert an important influence in how a product should be sold—and advertised. If the product falls into the "vertical" class, then the sales and advertising problem becomes one of selling in single industries. The manufacturer must live with his industries, taking care of their highly specialized requirements and playing an active part in their technical advancement. He must talk in the language of these industries and show familiarity with the solution of their problems.

On the other hand, if his product

You might sell one to yourself

BUSINESS MEN these days should be careful about saying that what they want to buy is an idea that will bring them a lot of quick, profitable sales.

That mental attitude is sometimes the first step toward buying a gilded brick.



STACY W. PAGE
Vice-President
and Account Representative
New York



RUSSELL D. MCCORD
Account Representative
Minneapolis



DOROTHY H. DOBBINS
Writer
Boston

CHICAGO
P

BOY
Acc

ALA
Assistan

Bat

July 23, 1931

July 23, 1931

PRINTERS' INK

51



BOYNTON HAYWARD
Account Representative
New York



CHARLES H. BROWER
Writer
New York



JAMES DE G. GRAVES
Assistant
Account Representative
New York



ALAN D. LEHMANN
Assistant Account Representative
New York



HOMER FICKETT
Publicity Department
New York

Batten, Barton, Durstine & Osborn
INCORPORATED
ADVERTISING

383 Madison Avenue, New York

CHICAGO: McCormick Building • BOSTON: 10 State Street • BUFFALO: Rand Building
PITTSBURGH: Grant Building • MINNEAPOLIS: Northwestern Bank Building

DOBBINS

falls into the "horizontal" class, then his selling problem becomes nation-wide, for "vertical" products are more apt to be concentrated in compact territories. We see evidence of this, for example, in the textile and coal mining industries where activity is drawn together in specific geographical territories. The primary areas of the textile industry are concentrated in New England and in the South. Likewise, the coal mining areas are easily isolated and defined. On the contrary, in horizontal selling, industrial buyers are not confined to limited areas. Power must be generated for industrial use in all parts of the country and for many industries. Thus, those responsible for its production are "power-minded," as the generation of power is a function common to almost all industries.

With these facts before us, we can better appreciate the situation of the manufacturer confronted with the task of selling his product to industry. Unless he analyzes with care and charts his sales and advertising efforts, he may easily be led off the track. His problem is really a three-fold one:

First, he must determine accurately whether his product is a vertical or a horizontal one. This will distinguish his major market or markets.

Second, he must determine industrial buying control by *responsibility* rather than titles. This will give him a clear picture of the type of buyers toward whom he must aim.

Third, he must select the mediums to carry his advertising according to whether they are vertical or horizontal publications. This will give him the proper channel of approach. And he must guide the efforts of his sales force accordingly.

A direct result of determining industrial buying control by operating responsibility and separating buyers in industry into the two broad divisions of Vertical and Horizontal Buying Groups must inevitably be seen in the character of advertising copy, not only in illustration but in text. The stand-

ard "blanket" type of advertisement will be found to lack the specific industrial appeal necessary to interest buyers in the Vertical Buying Group. Generalities rarely satisfy the buyer in a specific industry faced with an industrial problem that requires specialized handling.

In an advertisement of the Mancha Storage Battery Locomotive Company, we find a typical type of "vertical" appeal. The name of the product itself, Mancha's "Coalgetter," indicates that it is a specific industry product, of interest to buyers in the field of coal mining. The copy, therefore, is aimed straight at the vertical coal industry buyer and tells him that the "Coalgetter" offers a considerable saving in time over hand loading by eliminating carrying and lifting the coal over the sides of the cars. Appearing in a vertical industrial publication there can be no mistake regarding the correct placing of the product in industry, the specific appeal used and the vertical channel of approach to carry it.

A Contrasting Advertisement

Contrasted with this is an advertisement of Jenkins Bros., manufacturers of the famous line of Jenkins Valves. Here is a product used broadly throughout many industries. It appeals primarily to men who think in terms of their own duties, and the announcement which is reproduced may be classed as a horizontal one, aimed to get across the general message of "favorite brands," hence the comparison to the choice box of cigars. The copy points out that Bayuk Cigars, Inc., uses Jenkins Valves in its plant.

The reproduction of this particular piece of copy does not mean that appeals to Horizontal Buying Groups cannot be made specific, for in an advertisement of the Troy Engine & Machine Co., we find a specific explanation as applied to "making steam do more work." Plants are, of course, common to all industries, and the advocated practice of "driving a fan using exhaust steam to heat the plant" is obviously not a specific industry

prob
gestic
and
distr

It
highly
more
vert
to th
distr,
with
nance
variet
Suppl
lubric
chased
in all

The
turer
solves
of me
tries,
more
for sc
is fre
the sit
ing hi
indust
qualit
make
use in
When
factur
with th
fence.
tend h
the sam
specifi
certain
which
product
peal. I
of indu
lem rea
logical

Fundi
trial bu
tical is
tance.
operati
than by
directio
Gearing
ments o
more p
determin

Does
toward
their o
who thi
duties?

segment
specific
to in-
Buy-
rarely
specific
indus-
trial
specialized

The Man-
automotive
al type
ame of
"Coal-
a spe-
interest
linal min-
s aimed
indus-
hat the
derable
loading
lifting
ne cars.
strial
mistake
ing of
specific
l chan-
.

ment

an ad-
., man-
line of
product
any in-
arily to
of their
nancement
classed
to get
age of
the com-
of cigars.
Bayuk
Valves

partic-
not mean
Buying
specific,
he Troy
e find a
plied to
work."
common to
lloved con-
in using
plant" is
industry

problem but is a "horizontal" suggestion to power plant executives and buyers in many lines of industry.

It is quite true that the more highly a product is specialized, the more obviously does it fall into the "vertical" class and become linked to the needs of some specific industry. Likewise, products dealing with problems of general maintenance, draw heavily on a wide variety of industries for their sale. Supplies, therefore, such as grease, lubricants, packing, etc., are purchased in large quantities by buyers in all lines.

The problem of the manufacturer of a "horizontal product" resolves itself in determining types of men rather than single industries, territorial strategy becomes more important and the temptation for scattered selling of wide "lines" is frequent. Also, to complicate the situation, a manufacturer selling his product to many lines of industry may find that certain qualities inherent in the product make it especially desirable for use in certain specific industries. When such conditions arise, a manufacturer will find himself faced with the problem of straddling the fence. He must maintain and extend his sales to *all* industries, at the same time launching a possible specific and "vertical" drive to a certain industry or industries to which the peculiar nature of his product holds forth a special appeal. If he adopts sound principles of industrial marketing, his problem readily irons itself out along logical lines of procedure.

Finding out whether your industrial buyers are horizontal or vertical is a step of primary importance. Seeking them by actual operating responsibilities rather than by titles insures the proper direction of your sales appeal. Gearing your copy to the requirements of groups selected makes it more productive. But first of all determine this:

Does your logical appeal lie toward men who think in terms of their own industry or among men who think in terms of their own duties? Does your product per-

form specialized functions for single industries or does it perform functions common to all industries? In short, are your buyers horizontal, vertical or both?

To Hold Conference on Retail Distribution

Another Boston Conference on Retail Distribution will be held at that city from September 14 to 16. The purpose of the conference is to discuss major problems of retail distribution. There will be more than forty speakers, representative of manufacturing, dealer, publishing, advertising and teaching activities.

The conference is sponsored by the Retail Board of Trade of the Boston Chamber of Commerce in conjunction with twenty-one colleges and universities, seventeen trade associations and thirteen chambers of commerce.

W. C. Cowling Heads Ford Motor Sales

W. C. Cowling, formerly traffic manager, is now general sales manager of the Ford Motor Company. This position is now officially filled for the first time since the retirement of Fred L. Rockelman early last year to join the Chrysler Corporation.

Now the Kroger-Consumers Stores

The name of the Consumers Sanitary Coffee and Butter Stores of Chicago has been changed to The Kroger-Consumers Stores. There are 339 stores in this chain which was purchased by The Kroger Grocery & Baking Company in December, 1928.

Hunt Pen to Doughten Agency

The C. Howard Hunt Pen Company, Camden, N. J., Hunt pens and Boston pencil sharpeners, has appointed R. S. Doughten & Company, Philadelphia advertising agency, to direct its advertising account.

H. T. Pinkham with Criterion

H. T. Pinkham has joined the Criterion Advertising Company, New York, as a special representative in the Philadelphia district. He was at one time with the Jersey Street Railways Company and was for several years sales director of the A. R. Martine Company, bank promotional campaigns.

H. E. Cassidy Advanced by McCarty Agency

Hiram E. Cassidy, for two years with The McCarty Company, Los Angeles advertising agency, has been elected vice-president of that company. This agency plans to open a branch office at San Francisco.

Go
straight to
the heart of
Today's
Buying
Power
with . . THE
BUSINESSW

ODAY the actual heads of business are doing the purchasing. They and they alone are business Buying Power. Before you can sell your goods, you must convince these men to buy them.

Visits from salesmen will not sell these buyers. They do not see salesmen. Business heads are far too busy. To sell today's buyers follow another course.

Like straight to these men through the pages of *The Business Week*.

000 of them, the country's richest buying power, read it every week. In circulation and editorial service it is for and of this group, and only this group. The advertiser is spared unproductive circulation among men who *cannot* buy.

Look directly to the men who can and are doing the buying. *The Business Week* is definitely helping others to sell these 75,000 executives. Its advertising lineage mounts month by month.

SWEEK



The Light Touch Wins Motorists

Aetna Campaign Attracts with Humor and Sells Insurance with the Aid of a Motor-Tour Booklet

ABOUT a year ago the Aetna Casualty and Surety Company announced to 25,000 agents in the field a new form of periodical advertising built around a friendly human appeal. Humorous drawings were the background for the human-appeal copy. Response to this unusual type of insurance advertising was unexpectedly enthusiastic, agents expressing their feelings concretely by running more than 200 per cent more newspaper advertising than ever before to cooperate with the home office.

This year, the company has introduced into its general advertising a new sales-building feature designed to cope with current merchandising conditions. It is a practical motor-tour book whose distribution to prospects and customers for Aetna insurance has been given several tie-ups that make it particularly effective for the company's agents.

The booklet, "Seeing America with Aetna," is forty-eight pages with a two-color cover that encloses twenty-two motor tours comprising the principal scenic and historical attractions in the United States. Throughout, the right-hand page is devoted to a regional two-color map showing recommended motor routes in the territory described. On the opposite page is a detailed description of the attractive places shown on the map, much of historical interest being included in each description.

Several pages in the book give facts about financial responsibility laws, pointing out in striking language the dangers to motorists who travel from State to State without insurance coverage acceptable in every State. The accompanying cartoons picture the many dangers

and legal complications to which a car owner is subject in these days of fast driving and heavy traffic, impressing on the reader in a humorous way the need for coast-to-coast protection. The company seal is attractively displayed, and on every map the locations of branch offices are indicated by a star.

All of the company's advertising in national magazines now includes a coupon calling for the tour book, and much of the copy exclusively features the idea of touring by automobile. While in some of the advertisements the main illustration prominently features the tour book, the characteristic humorous drawing is a dominating part of each.

One of the campaign's most interesting angles is the follow-up on the coupon that each advertisement carries.

This offers the reader a copy of the tour book for 12 cents—cost price. When the booklet is sent to the inquirer, he is informed at that time that the company will gladly give him more detailed information



Illustration from an Aetna Advertisement Featuring the Tour Book "See America with Aetna"

rists
the Aid

which a
these days
traffic,
in a hu-
coast-to-
any seal
and on
branch
star.

Advertising
includes
our book,
clusively
ring by
one of the
illustra-
the tour
humorous
part of

most in-
ollow-up
advertis-

copy of
nts—cost
sent to
ld at that
ll gladly
ormation



Featuring
etna"

about any particular trip he is contemplating. If he is going to the Pacific Coast, for example, the company will send him folders describing that section. If he is going to Canada, the company offers to supply him with similar information that will be of great value in planning his trip.

This special touring service pays for itself in actual sales because every coupon received, whether followed by request for more service or not, is sent to the local agent who makes a follow-up call in person. From these calls have resulted many sales not only of automobile insurance but of other kinds.

In addition to tangible sales resulting from this well-rounded campaign directed at the motorist, the company is getting a great deal of good-will for itself while the agent, given such a good opening for making new contacts, has an opportunity when calling on coupon prospects to make his call count heavily because most owners of property, who are prospects for the other types of insurance he has to sell, will be found on the list of automobile owners. As the company this year is especially featuring automobile insurance, this book fits in to the general merchandising plan very effectively from the agents' point of view.

Co-operation of agents has been as enthusiastic this year as last. Agents have bought, at 15 cents each, many thousands of this "Seeing America with Aetna" book, have had them imprinted with their names and address, and have distributed them locally. As it is well known in insurance circles that agents will not spend their money for anything they are not thoroughly sold on, this reception is an excellent indication of the way in which general prospects are receiving the book.

This current advertising is bringing to the company much interesting evidence of its value. Mail requests for the book and for information about Aetna insurance, along with reports of sales made by agents, graphically show the pulling power of the appeal of the book and touring service to motor-

ists. The company's records for the first five months of 1931 show an increase in automobile insurance premiums of more than 5 per cent over the same period of last year, with a more than 8 per cent rise this year in the number of policy holders.

With indications that the present edition of the touring booklet soon will be exhausted, it is planned to print another edition so as to continue the effectiveness of the company's national advertising and the agents' local promotion.

Tire Cover Space to Be Sold

Motor Ads, Incorporated, a Pennsylvania corporation, with headquarters at 1819 Broadway, New York, has been organized to sell space on the tire covers of taxicabs. Formation of the company for this purpose follows the decision made at the recent convention of the National Association of Taxicab Owners to offer space on tire covers as an advertising medium.

M. A. Myers, president of Scranton Distributors, Inc., Scranton, Pa., is president of the new company. I. G. Levy, of M. B. Levy Bros. & Company, Scranton jewelers, is treasurer. A. O. Moss, who has long been engaged in business as an automotive manufacturers' representative, is vice-president. He will make his headquarters at New York.

To Direct Sales of New Line for Cooper, Wells

C. P. Puliam is now sales manager of Cooper, Wells & Company, St. Joseph, Mich., hosiery manufacturers. He was formerly manager of sales of the Rollins Hosiery Mills and Southwestern sales manager of the Carson Pirie Scott & Company.

Mark M. Henderson, president of Henderson & Ervin, manufacturer of Rockinchair underwear, is now head of Cooper, Wells, which has just completed development of a full fashioned line of hosiery to be released in August. The new line will bear the trade-mark name, "Admiration."

M. B. Alexander Starts Own Business

M. Bishop Alexander, for several years a staff editor of the Associated Press and for the last three years in charge of the advertising and publicity for the Charleston Chamber of Commerce, has organized the Advertising Service Agency at Charleston, S. C.

Advanced by Detroit "Times"

George E. Russell, a member of the local advertising staff for five years, has been appointed manager of the new rotogravure department of the Detroit Times.

DOMINATING A. B. C. Philadelphia and Suburbs



One of the interesting and significant facts revealed by the 1930 Federal census is the ever-increasing number of suburban dwellers throughout America.

In Philadelphia this trend is particularly pronounced. While the city proper registered a population gain of 129,573—or 6.7% since the 1920 census—Philadelphia's A. B. C. suburban areas had a population increase of 383,946—or 30.6%.

Today there are 372,689 families—1,639,832 people—residing in the A. B. C. suburbs of Philadelphia.

No one Philadelphia newspaper affords better than 38% coverage of this huge and concentrated suburban population.

Here is conclusive proof that to adequately cover A. B. C. Philadelphia and its suburban area it is necessary to use new methods.

CURTIS - MARTIN NEWSPAPERS, INC. . . DEPENDABLE

PUBLIC
MORNING



EVENING

LEDGER
SUNDAY

The
MORNING



The suburban population of Philadelphia exceeds that of any other American city—excepting New York

by the 1931
suburb
ers that provide complete market coverage and not merely
suburban coverage—that reach and influence the buying judgment of
the families in both the city and its suburbs.

ed. While Philadelphia department stores have been quick to recognize
—or 6.7%
urban are aged conditions and during the first six months of 1931
reased their space in the Curtis-Martin group of Philadel-
newspapers to the extent of 704,806 lines.

residing
8% cover
ion.
A. B. C.
use new
should have all the facts.

one and only way to dominate the true Philadelphia market
obtain 100% coverage of both the city and suburbs—is
ugh the Curtis-Martin group of newspapers—The Morn-
Evening and Sunday Public Ledger and the Morning and
day Philadelphia Inquirer.

C. . . DEPENDENCE SQUARE, PHILADELPHIA

The Philadelphia Inquirer
MORNING SUNDAY

ER
NDAY

1,610,000 Farm Folks Are Loyal Hometown Boosters!



FARM FOLKS in the Northwest (Minnesota and the Dakotas) depend upon their hometown merchants to supply their needs, and merchants depend upon farm folks for the bulk (65 to 85 per cent) of their business. Selling this market is a simple problem, for: merchants are supplied from a single wholesale center; and, one advertising medium, THE FARMER, has the largest circulation (275,000 homes) of any publication of any kind in the territory.

THE FARMER
Wallace Publishing Co. - Saint Paul, Minnesota
Farm Stock & Game
Saint Paul, Minnesota

New York—Wallace C. Richardson, Inc., 250 Park Avenue
Chicago—Standard Farm Papers, Inc., Daily News Building

Member Standard



Farm Paper Unit

Frankfurters in Grocery Stores

Imported Style Frankfurters in Enamel-Lined Containers Permits Grocery Distribution as Food Specialty Item

SUCCESSIVE changes in the selling and merchandising methods of food product manufacturers these days come so fast that it is difficult to keep up with them. Each change, however, is important because the trends toward tomorrow's merchandising methods may surely be seen in what is taking place today.

The latest news from this field is the announcement that Stahl-Meyer, Inc., New York, will distribute a new product through grocery outlets. The new product is an imported style frankfurter, differing in many ways from its cousin, the regular frankfurter, now chiefly sold in bulk.

A well-rounded advertising campaign, embracing newspapers, radio, outdoor and car-cards, will be used to carry the news to consumers. Point of sale helps, of course, have not been neglected.

The retail grocery as an outlet for a meat product is not a new thing these days what with the rapid advance that the chains have made in introducing meat counters in grocery stores. But Stahl-Meyer concluded that the grocery outlet was the thing for this product because as a food specialty item, it does not belong only in delicatessens and butcher shops. For this reason, and because the product is packaged, it is quite natural that the company should seek distribution in another type of outlet. Naturally, the delicatessens and butcher shops through which the company now sells its prepared meat products will also carry this packaged product but the groceries open up an entirely new field which the company believes will soon become

most important in its distribution.

Stahl-Meyer, Inc. represents a combination of three companies which have long been in business. Otto Stahl's meat products have been sold in New York for forty years. Meyer's is a name known just as long. Ferris is one of the grand old names in the meat business, chiefly renowned for Ferris ham



An Attractive Counter Display Has Been Designed to Aid the Product at the Point of Sale

and bacon. Stahl-Meyer, Inc., is a consolidation of the three. With the experience of these companies lumped under a single management it was natural that when a packaged food specialty was developed the management would seek potential outlets that might prove most important because of the wider distribution gained.

The product itself is adapted to grocery distribution for two reasons: It is a ready-to-eat food specialty and the other items with

which it is usually served are also sold in groceries. Hence, it gives the retailer the opportunity to suggest related items to his customers without straining the imagination to do it. To mention a few associated items: baked beans and franks; sauerkraut and franks—and, of course, mustard.

These frankfurters get their name "imported style" because they differ in preparation and in content from the regular frankfurter. They are made after a German recipe. The casing is extremely soft, without that somewhat familiar elastic quality. The method of cooking and packaging has a lot to do with the way these frankfurters taste. The container is enameled lined.

When the company approached the wholesale grocers about the distribution of the product, more than a score of them, including some of the largest wholesalers in New York quickly accepted the product and are placing it among their retail customers as rapidly as possible. Complementing the wholesalers' efforts, the company's own salesmen are covering those retailers who are not on the wholesalers' lists. Both the company men and the wholesalers' men carry the same portfolio to introduce the product to the retailer. It is a simple portfolio and because of that quality is doubly convincing. Not many words to the page, not set in type, but hand-lettered, it quickly tells the story.

The marketing area for the product is Greater New York. It is confined to this area because the company's distribution has been concentrated there in the past—it is its stronghold. This area is spotted by delicatessens and butcher shops displaying the Stahl-Meyer seal. This seal is made of porcelain and is attached somewhere on the front of these shops.

The advertising campaign includes the use of newspapers, the radio, outdoor bulletins and car-cards. An attractive counter display (shown with this article) has been designed to aid the product at the point of sale. It holds five containers, which gives liberal display to the product, and it has a

place for a sheaf of recipe books which should find favor among the grocer's customers. In addition, the retailer may have a window streamer.

The advertising will feature recipes to quite an extent. The title of the recipe booklet is "Frankfurters As You Like Them."

That the product will sell, the company knows, for it was introduced through the company's regular outlets as a test some time ago. It enjoyed a steady sale without any advertising. Now that additional distribution has been gained through grocery outlets and with the advertising campaign to assist, the company believes that its adventure even into a strange field will be successful if the past record of the product is any criterion.

Electrotypers to Meet at Cleveland

The thirty-fourth annual convention of the International Association of Electrotypers will be held at Cleveland, September 23 to 25. An exposition will be held in connection with the convention. Ralph Schwarz, of the Ace Electrotype Company, Cleveland, is chairman of the convention committee, and Ray Taylor, of the Art Electrotype Company, is chairman of the exposition committee.

Death of Richard Bacon

Richard Bacon, of Brotherton, Inc., Detroit advertising agency, died recently at Detroit. He was associated with automobile advertising from its earliest days and was the first advertising manager of the former Haynes Motor Car Company. Mr. Bacon was fifty-five years old.

Covici-Friede to Morton Freund

Covici-Friede, New York, publishers, have appointed Morton Freund, advertising agency of that city, to direct their advertising account. Newspapers and magazines will be used.

Appoint Simpers Agency

J. H. McCormick & Company and the Caldwell Air Control Company, both of Williamsport, Pa., have appointed The Simpers Company, Philadelphia advertising agency, to direct their advertising accounts.

Joins Lussier Agency

William B. Hall has joined L. Charles Lussier, Inc., Detroit advertising agency, as vice-president and account executive in charge of development.

be books
among the
tion, the
window

feature
nt. The
oklet is
Them,"
sell, the
as intro-
y's reg-
ome time
le with-
hat addi-
n gained
nd with
o assist,
ts ad-
ge field
ast rec-
criterion.

et at

vention of
of Elec-
Cleveland,
sition will
e conven-
Ace Elec-
chairman
and Ray
ype Com-
ition com-

Bacon
ton, Inc.,
d recently
with auto-
liest days
manager
Car Com-
five years

orton

publishers,
nd, adver-
rect their
apers and

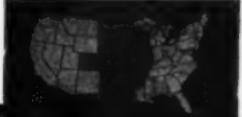
gency
y and the
r, both of
nted The
a advertis-
advertising

ancy
L. Charles
ng agency,
executive

FILLING *the* **Farm Cash Registers**

According to a bulletin issued by the Agricultural Publishers' Association, the Department of Agriculture presents the following figures which minutely indicate the distribution of cash income from farm products of the United States, average 1925-1929.

Misc. Crops (each less than 2.50%)	16.93%
Cottonlint and seed.....	14.59%
Milk	14.52%
Hogs	12.91%
Cattle and Calves.....	10.05%
Eggs and Chickens.....	8.13%
Wheat	7.89%
Corn	3.52%
Truck Crops	3.00%
Potatoes (White) ..	2.90%
Tobacco	2.61%



Capper's Farmer

ARTHUR CAPPER, *Publisher*

TOPEKA, KANSAS

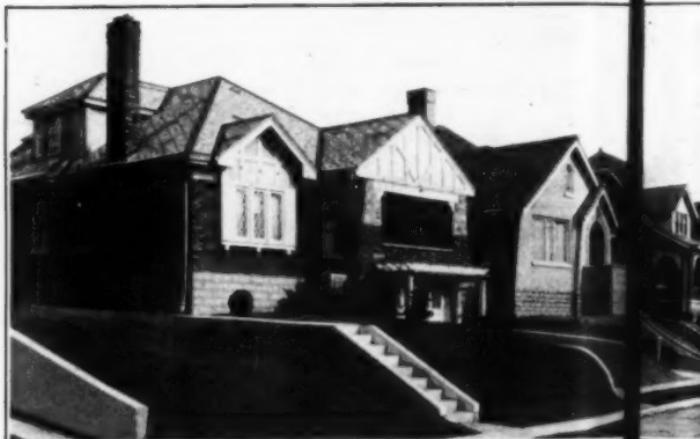
CIRCULATION—975,000

An influential newspaper

Results

WE like to think of The Cincinnati Post as a ~~cinna~~ influential newspaper. But we know the truth. It is our readers who possess the influence.

The Post has suggested a good many fine things, such as the Charter Government which has made. It will



POST CIRCULATION

City and Suburban . 144,702

O K Market 163,467

Total Circulation,
more than 181,000

MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of MEDIA RECORDS, INC.



T h i n

S C R

IONAL
SPAP
CAGO
ROIT

newspaper...influential readers in the new Cincinnati

The Post in Cincinnati the best governed large city in the
United States.

But it was the readers of The Cincinnati Post who
suggested those suggestions and changed them into real-
ity. It was the readers of The Cincinnati Post who
sold the city on the idea of good
government and who went to the
polls with the necessary votes.

So after all, it's the thousands of
families in Cincinnati, reading
The Cincinnati Post who make
The Cincinnati Post an influential
newspaper—the best bet in Cincin-
nati for reaching the progressive,
forward-thinking, *influential*
element of the city's population.



Typical Post Homes in the Westwood Dis-
trict of Cincinnati. The inhabitants of
four of the five homes in the picture are
daily readers of The Cincinnati Post.

The Cincinnati Post

SCRIPPS-HOWARD NEWSPAPER

ATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
PAPERS . . . 230 PARK AVENUE, NEW YORK CITY
CAGO . SAN FRANCISCO . LOS ANGELES . DALLAS
ROIT . PHILADELPHIA . BUFFALO . ATLANTA

A STORY EASILY TOLD

The story of the Boston Evening Transcript requires no labored selling theme, no mythical cities, no fantastic divisions of population.

The advertising value of the Boston Evening Transcript rests squarely on these foundations:

- Edited for over a century for the people of Boston with substantial business interests and cultural development.
- Recognized as one of America's greatest papers.
- Indispensable to its readers.

BOSTON EVENING TRANSCRIPT

Highest ratio of BUYERS to readers

CHARLES H. EDDY CO.

Boston New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles Seattle

Dealers Respond to Offer of Something New

A Two-Piece Mail Campaign and What It Accomplished

By Arthur J. Palmer

IS it a propitious time now to announce a new item—an addition to the line? In spite of the fact that far-sighted leaders tell us that the country is in need of a discovery of some new and fundamentally important product to sell, most of us fight shy when we think of any change in the list of articles to be sold. Is it not difficult enough to push the old lines? Isn't staple merchandise fairly snoring on dealers' shelves?

But here is a manufacturer who lacked the wisdom so many of us possess! He could not realize that this is no time to make an effort to go ahead—to sell something new. Let's see what happened.

After having manufactured looseleaf ring binders for many years—the kind that you press at top and bottom with your thumbs—C. D. Trussell, president of the Trussell Manufacturing Company, Poughkeepsie, N. Y., conceived the idea of simplifying the ring mechanism and facilitating the operation of inserting and removing leaves. He visualized a single booster, or trigger, which could be operated by light pressure from but one finger and he devised what his company now markets as "Press-To," the particular feature of which is a simple lever (or trigger, as it is known in the trade) which, when lightly depressed, opens all three rings instantly. When shut, the rings hold with a vise-like grip.

The product was completed and ready for production in November, 1930. The dullest of the off-time buying season in the stationery trade was at hand, the year of depression was in full swing and the holidays were approaching. A more unpropitious time for the announcement of a new item in the stationery line could hardly be imagined.

Something fitting the times, and logical, was needed. What did every business man want? To boost sales, of course, *right now*. There was the key—so the envelope bearing the first mailing bore the teaser—"Boost Sales NOW—Here's How!" Pretty strong, pretty alluring, but nevertheless supportable. And special interest attached to the fact that it carried no price premium.

Obeying the impulse to see what could boost sales at such a time, in such a year, the interested stationer found inside a four-page folder, with the salient features of Press-To displayed on page one, and inside a detailed description of the mechanical and merchandising advantages of the new ring control. A return card was enclosed. And the way that return card came back, with plenty of company, made it the most important element in the mailing.

In all, 6,500 stationery dealers received the announcement. The cards started to come in, almost



Teaser Illustration on the Envelope of Mailing Piece Number Two

July 23, 1931

with the first return mail, 50—150—200, until the total reached 1,015. To all these a specimen binder with full details was sent.

Presumably those 1,015 represented the cream of the list. However, in about a month it was decided to send the remaining 5,500 a follow-up. Since they had failed to respond to the straight-from-the-shoulder presentation in the first mailing, what *would* do?

A human-interest appeal, even though there is not much romance in a ring binder. However, a parallel was found between the standard two-booster binder and the adage about two tails being not needed by a cat. Mailing number two was worked out in this way:

The envelope teaser developed simply into a very black, two-

tailed cat gazing in wonderment at its dual appendage, supplemented by a large red question-mark.

Dealers whose curiosity was aroused discovered inside another four-page folder, on page one of which the superfluous appendage of the freak feline was being gently removed to illuminate the caption, "A loose-leaf ring-binder doesn't need two boosters any more than a cat needs two tails."

In spite of working on a skimmed milk list the company was highly gratified—544 of the "cat" cards jumped right back, with names on the dotted lines.

Then came the real test, getting orders on the new line. In this respect dealers are being added daily and as this is being written the total reads approximately 2,000.

What Groucho Says

He Enjoys a Busted Leg

SAY, I never expected to enjoy a busted leg, but by golly I have—all except the muscle twitches and the funny actions of Bill, my assistant. Oh, never mind, I'll tell you about Bill later.

How'd I bust my leg? Got caught in a crowd in a swing door and had a bone bust below the knee. What was I doing in the crowd? I was checking up on the returns from a bargain ad I'd written. Good ad when it draws a crowd which busts your leg.

Well, they got me home and I stayed there. Didn't see how I could spare the time, seeing as all my clients were coming to life all at once.

But a busted leg makes you spare the time. You can't argue with a plaster cast and you look like a fool being carted into a busy office and hobbling around on crutches. I did that once three weeks after I bust my leg and I sure was surprised at how beautifully the office had been getting on without me. It got my goat. Say, I really had got the idea that shop couldn't get along without me. Can you beat that! Here I'd been swearing and fuming over how I was being missed and all I

got from everybody when I hobbled in to save the day for the house was, "You darn fool, why don't you stay at home and get well?"

Get along without a guy? Yes, any guy. Why, son, that's the easiest thing the world does.

How did I enjoy the busted leg? Say, I'll tell you. I wasn't sure without thinking it over whether I had three kids or four. Now I know I've got four. I mostly knew 'em asleep. Now I know 'em awake and they're O. K., too. Got nice sympathetic letters from every one of my clients. *And there wasn't a harsh word in any one of them!* Get that? That never happened before.

Three or four real ideas hit me when I was propped up resting a leg. Bet I can make some money on them. When I spilled one of 'em to Boss, he said: "Go back home and bust another leg." It was as good as that. But I won't do it. If I stay away five weeks more everybody'll know they can get along without me, and what's worse I'll know it myself, and these are no kinda times to prove a job doesn't need you.

GROUCHO.

ment at
lemented
ark.
ity was
another
e one of
pendage
as being
inate the
ng-binder
any more
."

on a
company
of the
nt back,
lines.
, getting
In this
g added
written
ly 2,000.

I hob-
for the
ool, why
and get

y? Yes,
hat's the
oes.
sted leg?
n't sure
whether I
Now I
I mostly
I know
. K., too.
ers from
ts. And
d in any
t? That

us hit me
resting a
the money
d one of
"Go back
leg." It
t I won't
ve weeks
they can
nd what's
self, and
o prove a
OUCHO.



Once it was commonly believed that the mere fact of motherhood conferred upon women infallible maternal wisdom. Now most women are showing their eagerness to learn from authorities all they can about rearing their children. Mothers studiously read the articles of Delineator Institute's Department of Child Training for expert guidance on important problems.



*Delineator Institute exists primarily
for the editing of more interesting
and more helpful service articles*

Sales costs are lower in Philadelphia

IF sales costs are alarming you right now, look to your sales plan.

Are you centering your sales efforts in those compact metropolitan markets where thirty-five million people can be reached easily and quickly, where consumption is by *carload*, and selling costs are low?

This is no year for *scattered sales energy*. In production, distribution or sales plan—when efficiency increases, costs go down

**PHILADELPHIA'S BILLION DOLLAR MARKET,
EARLY EVERYBODY READS THE BULLETIN"**



This is just as true in advertising coverage, as the newspaper situation in Philadelphia proves.

Through thirty-six years, The Philadelphia Bulletin has grown to greater and greater home coverage. Through the same period its advertising cost has steadily decreased.

Today, with *ninety-one per cent. coverage* of Philadelphia homes, the cost is the lowest of any metropolitan newspaper. (\$1.16 per mil-line based on 1930 average circulation).

560,855 daily circulation, secured without prize, premium or contest, dominates this billion dollar market at a cost of sixty-five cents an agate line.

Thus does Philadelphia demonstrate the economy of a great city market . . . the efficiency of a key newspaper.

Thus does The Philadelphia Bulletin contribute toward lower sales costs.

THE EVENING BULLETIN

WILLIAM L. MCLEAN, PUBLISHER

PHILADELPHIA

Post Office . . . 247 Park Ave.
Office . . . 333 N. Michigan Ave.

Detroit Office . . . 321 Lafayette Blvd.
San Francisco Office . . . 5 Third Street

July 23, 1931

When Columbus Concentrated



his selling
*Isabella hocked
her jewels*

COLUMBUS hitch-hiked all over Europe for 18 years trying to sell an idea, but his sales talks were wasted on impoverished commoners. One day he realized that his selling talks were being wasted and he determined to concentrate on Able-to-Buy families. The results are well known. Ferdinand yawned in his face, but Isabella said she would buy—and it was with the profits of his selling talks in the palace that Columbus sailed away to discover America.

Buying habits have not changed materially since Isabella's time, for human nature has remained much the same. In her day, Able-to-Buy families spent in keeping with their incomes, just as they do today. Advertisers who lay down a barrage on Able-to-Buy families take a profit. In Portland, half of the families purchase 85 per cent of the advertised goods. The Portland Market Study picks these families out for the advertiser.

The Portland Market Study is shown only by appointment. Interested advertisers are invited to ask their Portland representatives to arrange for an appointment.

The Oregonian

PORTLAND, OREGON

National Representatives

WILLIAMS, LAWRENCE & CRESMER

New York

Chicago

San Francisco

Los Angeles

Seattle

How a Power Company Boosted Sales to Farmers in 1930

By Selling the Pleasure and Comfort to Be Derived from Electricity
Niagara Hudson Increased Farm Usage 35 Per Cent

By Lloyd S. Graham

IN the year 1930, when the total kilowatt hours of electricity sold by Niagara Hudson Power System was 5.91 per cent less than in the year 1929, according to the annual report recently issued, the farm sales of electricity increased in kilowatt hours by 35.1 per cent. With the exception of industrial usages of electricity, all other forms of usage showed an increase, but the increase in farm usage was much greater — more than double in each instance — than that of any other group.

We see the picture a bit clearer when we learn that Niagara Hudson ran 860 miles of new lines to reach potential farm customers and that more than 3,700 new farm customers were added, some to lines already in existence. But this indicates but a part of the story, for the great increase in kilowatt hours consumed on farms in this territory is largely accounted for by the sale of additional equipment and appliances to farmers who were already customers. This is a graphic example of the fact that sales of all sorts of equipment naturally follow the sale of the electric service itself—that the farm market is a barren market electrically until a power line runs past the door.

The large increase in 1930 is admittedly due in a large part to the adoption throughout the Niagara Hudson system of what is known as the "Adirondack plan" of get-

ting service actually to the farms. This plan makes it easy for the farmer to buy the service and buy the appliances and equipment which mean so much to him in reducing



The Niagara Hudson Men Who Sell to Farmers All Have the Knack of Meeting Farmers on Their Own Ground

the drudgery of his daily life, and to the electric company in increasing the kilowatt hours sold.

In the old days, if a farmer wanted electricity he might get it by paying a portion of the capital expenditure involved in extending the line. Under the "Adirondack plan" the farmer is expected to use only a certain amount of electricity each month. For each mile that the line is extended into new territory Niagara Hudson com-

panies must be assured of at least \$24 per month additional power sales. If there are two or three farms within the mile, the \$24 is pro-rated among them.

But the power men who are promoting the extensions do not go to farmers and tell them they can have "juice" if they will guarantee that their monthly bills will not be under \$8 or \$12 or \$24, or whatever the case may be. Dependable men, usually those who have had both farm and electrical experience, go into a neighborhood, visit each farm and discuss a projected line. They usually ask the farmer and his wife: "If you had electricity, what three things, besides lights, would you use it for?"

This leads to discussion and brings the possibilities close to Mr. and Mrs. Farmer. Usually they decide that they would want a washing machine, a water pump and perhaps an electric flat iron. If it is a dairy farm, an electric milk cooling system may be included as one of the three items. If it is a chicken farm, it may mean a lighting system to get the chickens to do more work. Or the farmer may want a utility motor with which he can saw wood, cut ensilage or do other farm work.

After the decision is made, the power company representative gives Mr. and Mrs. Farmer figures on the cost of wiring their house and the purchase of the equipment, emphasizing the fact that they can buy their equipment for 10 per cent down and have two years to pay the balance, the amount of the payments being added to their electric bill each month. Invariably any three pieces of equipment which Mr. and Mrs. Farmer may choose can be depended upon to use enough electricity each month, not forgetting that used for lighting, to cover more than the allotted amount of revenue necessary from that farm to justify the extension.

In the old days, the farmer used to be approached purely on the question of the amount of money necessary from him for the extension. By the new system, by which marked results have been achieved in a bad year, nothing is said at first—perhaps not at all—

about using a minimum amount of power monthly. The proposal is translated in terms of the use, pleasure and comfort electricity can give this particular farmer and his wife. If this is properly handled the minimum power quota per month usually takes care of itself. There is the attitude of working with the farmer, studying his problems with him in an understanding way, rather than trying to sell him something.

Experience, of course, shows that once the line is past the farm, the three items usually sold in the beginning are added to more or less frequently with their resulting increase in power consumption. The introduction of the line is only the beginning.

The man who promotes the line is followed up about the time the line is completed and the electricity is ready to turn on, or shortly after, by appliance experts. These persons call on each new user and demonstrate various appliances if, and when, they wish.

Undoubtedly the chief reason for the success of this system of promotion lies in the fact that it is intelligently handled by men, and sometimes women, who are peculiarly adapted for the work. Every person, representing the power company, who comes in contact with the new customer, from the man who promotes the line to the monthly meter reader, must be informed on the uses and costs, operation as well as first cost, of all items in which the individual farmer may be interested. The people selected for this work are usually not city employees of the electric system, but trained persons who came from farms or small villages, persons who understand farm problems, and have the knack of meeting the farm family in a sympathetic way on their own ground.

Appointed by Broadcast Checking Bureau

The Broadcast Checking Bureau, Chicago, operating a checking service of radio broadcasts, has appointed J. F. Jenkins as sales director. Mr. Jenkins was formerly with *Columbia Magazine*. More recently he has been with the *American Fruit Grower*.



Over
\$21,300,000
for Clothes!

This is what the 90,448 families of Louisville, New Albany and Jeffersonville spend annually in the stores carrying wearing apparel exclusively, according to the 1930 Census of Distribution. This amount does not include the apparel sales in the department stores whose total net sales amount to \$14,749,128. In the apparel group the women's and children's ready-to-wear specialty shops lead the list with annual net sales amounting to \$7,861,712.

The advertisers in this section reach 92% of the families with their message every day at one low cost through—

THE COURIER-JOURNAL THE LOUISVILLE TIMES

Members

Audit Bureau of Circulations

100,000 Group of American Cities

Represented Nationally By the Beckwith Special Agency

The Curious Kiddies

INTERNATIONAL CORRESPONDENCE
SCHOOLS
SCRANTON, PA.

Editor of PRINTERS' INK:

One of our field representatives received five prospect slips recently but when he went to call on these prospects three out of the five were children, ten, twelve and fourteen years of age. Their teachers had suggested that they should sign the coupon and send it in to Scranton.

When this was mentioned to another associate he indicated that in his city all of the members of one class had been assigned to fill out all of the coupons in certain assigned magazines. For instance, one was to send in all of the coupons in a certain magazine. "You will get a great many beautiful advertising booklets and folders," the teacher was quoted as saying. One youth afterward reported that he did—that he had "a great heap of them in his room at home."

I know that many of us who use coupons ask for the age or the business title of the inquirer or ask that the inquirer shall reply on his own business stationery. Nevertheless, these precautions don't seem to prevent a large and useless expenditure by American industry.

In many instances the good-will resulting must be very small. In most instances neither the teacher nor the children seem to appreciate that the cost of the booklets is only one part of the procedure. Some salesmen spend considerable valuable time and burn up much gasoline. I have heard of men who have gone twenty-five or fifty miles on such a wild goose chase.

I believe that the proper approach to the teachers of the country through the National Educational Association at some of its national meetings and through its journal might help to reduce the number of such requests. At least it might cause the teachers themselves to refrain from asking the children to write useless letters to advertisers.

D. C. VANDERCOOK,
Director.

A NUMBER of advertisers whom we have questioned say that they have not encountered the problem referred to by Mr. Vandercook. Some of them admit that it is probable that a number of their booklets get into the hands of children, but they feel that this is far from waste circulation. In many instances parents are interested in the material going to their children. In all instances the child is a potential prospect of tomorrow.

Of course, the situation becomes

serious when inquiries are followed up either by field representatives or by dealers. Here there is a definite waste of money spent in making personal calls on inquirers. There is also a waste of time which discourages the representative or the dealer and makes him feel that he has been attaching too much importance to leads created by advertising.

If the practice among teachers of having their pupils send in coupons is as prevalent as Mr. Vandercook suggests, other advertisers undoubtedly have had complaints from the field.

We should be glad to hear from other advertisers concerning this subject.—[Ed. PRINTERS' INK.]

To Represent "The Country Guide"

F. A. Dunlop has opened an office at 614 Pender Street, West, Vancouver, B. C., where he will act as publishers' representative. He will be Pacific Coast representative of *The Country Guide*, with which he has been associated at Winnipeg for the last twelve years.

To Represent German Language Newspapers

The Abendpost Company, Chicago, publisher of the *Abendpost* and the *Sonntagpost*, German language newspapers, has appointed Lorenzen & Thompson, Inc., publishers' representative, as its national advertising representative.

Furniture Account to Porter-Eastman

The advertising account of the Rustic Hickory Furniture Company, La Porte, Ind., has been placed with the Porter-Eastman Company, Chicago advertising agency. Magazines, business papers, and direct mail will be used.

E. W. Lyman Starts Own Business

Ernest W. Lyman, for many years advertising manager of the Quality Biscuit Company, Milwaukee, has established an office at 135 W. Wells Street, Milwaukee, as advertising and merchandising counselor.

E. H. Lyon Joins Donnelley

Edwin H. Lyon, until recently secretary-treasurer of the von Weller-Lyon Company, Chicago, producer of circular letters, has joined the sales and contact staff of the Reuben H. Donnelley Corporation, Chicago, direct-mail division.

MAKING SALES EFFORT COUNT

DRUG STORES of the
Oakland Market report
annual sales of more

than \$7,190,000, according to the
United States Department of Com-
merce.

The bulk of these sales is of nationally
advertised goods. The **TRIBUNE** carries
66 per cent of the total national adver-
tising published in this city.

You will find it profitable to concentrate
your sales efforts here.

Oakland Tribune

National Advertising Representatives:
WILLIAMS, LAWRENCE & CRESMER CO.
Los Angeles San Francisco New York
Chicago Seattle

N E W Y O R K



Only 2 Other United States as Large as Tha

Average daily net paid circulation of The Kansas City Star for six months ending March 31.

E V E N I N G
2 9 7 , 1 9 3

M O R N I N G
2 9 5 , 6 9 7

S U N D A Y
3 1 3 , 8 7 5

THE KANSAS CITY STAR

CHICAGO KANSAS CITY



The Cities in the United States have Newspapers Like Kansas City Star

paid circulation
Kansas City
is ending

N G
9 3

N G
9 7

A Y
7 5

THEY are New York and Chicago. This is on a basis of The Kansas City Star's combined morning and evening circulation. If the comparison is limited to The Star's morning or evening circulation separately, then four other cities have newspapers as large as The Kansas City Star.

But no other newspaper in any other city of any size has as low an advertising rate as The Kansas City Star.

KANSAS CITY STAR.

Bootleg Advertising

RAADIO broadcasting in England is controlled by the government. Sponsored programs are unknown. Air conditions have been quite serene until—

Recently, some British advertisers discovered that radio stations in France and Holland are not at all loath to take their money in exchange for time over the ether. And so these advertisers have been

bootlegging their radio advertising into England while an annoyed government gnashed its teeth.

Sir John Reith, director-general of the British Broadcasting Corporation, the government monopoly, has recently announced that the British Government will protest to France and Holland. England, he says, will have nothing to do with sponsored programs.

Chicle Stockholders Meet Executives

STOCKHOLDERS in the American Chicle Company are being introduced to the men who direct the affairs of their company. Introductions are being made by dividend enclosures.

The first officer to be introduced was S. T. Britten, vice-president, whose pedigree and qualifications

were sent to stockholders along with the July 1 dividend check.

The enclosure was headed: "An introduction to the executives chiefly responsible for the guidance of your company. The first of a series." Mr. Britten's biography is signed by the company's president, T. H. Blodgett.

Pipe Tobacco Advertised in Women's Magazine!

TO WOMEN

whose husbands
do not smoke

PIPES!



WOULD you like to see your husband smoke in an easy, tranquil, relaxed way? Would you like to see him smoke for pleasure instead of being a habit smoker? You would? Then listen!

We will send you, free, a generous

IN the August issue of *Woman's Home Companion*, out this week, there is an advertisement for Edgeworth pipe tobacco. So far as can be determined, this is the first time that an advertisement for smoking tobacco has ever appeared in a women's magazine. It surprised even the Crowell Publishing Co.

As everyone knows, the *Woman's Home Companion* does not take tobacco advertising. But no one had ever offered a pipe tobacco advertisement before. To carry its point, B. B. D. & O., the agency in the case, made the assertion that *Companion* readers were not Edgeworth customers; that all the company wanted was to send a sample of the tobacco to wives so that they could pass it on to the men.

Crowell thought it over, conferred with itself, agreed.

The advertisement that occasioned this story is reproduced here in part. Larus & Bro. Co., manufacturer of Edgeworth, believes in sampling and always has. So it developed this offer: a real cob pipe and a goodly sample of Edgeworth—free. Said the company, to itself, why not offer it to wives, show them that Edgeworth makes nice, tractable husbands? All they have to do is send in the coupon.

923, 1931

vertising annoyed
eth.
r-general
g Corpor-
monopoly,
that the
rotest to
gland, he
do with

tives

rs along
check.
ed: "An
es chiefly
e of your
series."
is signed
t, T. H.

1

me Com-
advertis-
o far as
e that an
ever ap-
surprised

me Com-
ng. But
co adver-
B. B. D.
assertion
dgeworth
d was to
s so that

ith itself,

his story
Bro. Co.,
in sam-
his offer:
of Edge-
self, why
dgeworth
hey have



**NEW RATES
FOR
ADVERTISING SPACE
IN
PICTORIAL REVIEW**

**EFFECTIVE WITH
OCTOBER ISSUE
1931**

WE BELIEVE that now is the time for business to recement its foundations and that advertising in women's publications will render a substantial service toward renewed business prosperity.

Since last October we have anticipated the possibility of a prohibitive tax on magazines going into Canada from the United States—and have curtailed distribution of single copies and suspended all subscription effort, resulting in a continually diminishing circulation in Canada.

Our Canadian circulation has heretofore represented approximately 6 per cent of our total circulation. This being the case and believing that most advertisers would prefer to concentrate their sales messages in the United States, we announce an adjustment in our circulation guarantee equivalent to the 6 per cent that our Canadian circulation represents.

Pictorial Review was one of the first magazines to recognize the desire of advertisers and agents for great mass circulation of real worth. One evidence of this is the fact that Pictorial Review is the only woman's magazine which has exceeded a two million net paid circulation every month since October, 1922.

Pictorial Review is now the first to recognize the changed desire of advertisers, so in accordance with the resolution passed by the Association of National Advertisers, we announce a reduction in advertising rates of approximately 9 per cent. Both the new circulation guarantee and the advertising rate adjustment are effective with the October, 1931, issue.

CIRCULATION GUARANTEE

Effective with the October, 1931, issue, Pictorial Review's circulation guarantee will be 2,350,000 average net paid*—a reduction in guarantee of 6 per cent.

RATES

Effective with that issue, advertising rates are reduced approximately 9 per cent. The new rates are as follows:—

Line rate	\$ 12.00
Black and white page	8,000.00
Tint page (black and 1 color)	8,600.00
4-color page	10,500.00
Back cover (4 colors)	14,500.00

*This guarantee will apply to the last quarter of 1931. Commencing with the January, 1932, issue it will be based on a six months' average net paid delivery as formerly.

PICTORIAL REVIEW'S circulation for the first six months of 1931, as our publisher's statement to the Audit Bureau of Circulations will show, is in excess of our 2,500,000 guarantee—in fact, our circulation for this period, with the single exception of one other six months period, is the largest in our history.

With this new guarantee we shall continue to give a substantial excess of circulation.

THE PICTORIAL REVIEW COMPANY

222 West 39th Street, New York, N.Y.

PANY

M

How

EV

copy
This
many

Ex
with
type.
to i
what
porta
sage
reade

So
emph
visua
objec
The
most
pecu
voice

So
type
an
who
Fre
riabl
pher
blac
shou

Ec
tum
lecti
to f
acco
com
inali
new
an a
lustr
som
into
This
far
plan

Ju
quir
or

F
desi
wor

Making the Headline Spark-Plug the Copy

How the Artist, Working in Conjunction with the Headline Writer, Can Lend Added Emphasis to the Opening Bid for Attention

By W. Livingston Larned

EVERY advertiser wants to start headlines or certain important copy phrases off with a "bang." This common desire has led to many experiments.

Experiments have been made with various faces of distinctive type. Hand-lettering has been used to inject a new animation into what many proclaim the most important part of the advertising message . . . its opening challenge to reader interest.

Some of these adventures in emphasis and directing influence, visually, have accomplished their objective to an interesting extent. There are headlines that seem almost to speak, and to do it with peculiar intonations of a responsive voice.

Sometimes it can be done with type but more often the work of an artist is necessary—an artist who handles lettering pictorially. French script does, indeed, invariably suggest the Parisian atmosphere and temperament: big, bold, black block letters square their shoulders in the masculine manner.

Eccentricity of lettering, the tumbling about of words, and selection of a style of interpretation to fit the mood of the statement accomplish much. They are to be commended to seekers after originality in headline material, but the newer method concerns itself with an added, animating force. The illustration of the advertisement or some pictorial unit is made to enter into the spirit of headline emphasis. This latest expedient seems to offer far greater opportunities than any plan so far tried out.

Just what is meant, you may inquire, by tying art work with type or hand-lettered headlines?

For one thing, the illustration is designed to lead the eye to the words . . . compositions trend in that direction . . . some special

feature of the picture leaves its own encompassing environment, to say, as it were: "Look across here, if you would learn the keynote of the advertiser's story."

You may make a photograph of

Good-bye
Lazy days!
now's the time for
the wake-up food

HERE'S new energy—quick new Post energy—in delicious form! Post Toasties—the wake-up food! So easy to digest, so quick to release new energy to the body—that's why these golden flakes of toasted corn brisk up big and little folks, despite the wretched days. For a "wake-up" breakfast, a "pick-me-up" lunch and supper too—serve Post Toasties—the wake-up food. That's econom'l

POST
TOASTIES
The Wake-up Food

A PRODUCT OF GENERAL MILLS CORPORATION



Three Straight Lines Inject Action into This Layout and Tie the Headline to the Rest of the Advertisement

a man standing against the most complicated traffic background, his arm raised and his finger pointing, and the eye will follow the hint, seeking first the reason for that directing impulse.

It is much the same with some illustrations . . . they collaborate with the headline writer in the most effective manner, without interrupting their own mission. And the beauty of it is that monotony never need enter into this layout idea. There are thousands of combinations and approaches. Plagiarism, unconscious or otherwise, need never intrude. All in all, the blending of headline and picture

The lead can't slip

There is just one reason why more Eversharp pencils are in use than any other mechanical pencil. Eversharp writes better. Their precision mechanism grips the lead tight. Their snug-fitting tip guides it true. Only Eversharp points never slip, wobble or flutter, they keep ever sharp! Have you seen the new tapered Eversharp? They are slender, slanty little models, the most elegant pencils ever. Tip-loading, too—proper repeat mechanism. Many styles and colors, with clasp, clip or ring—\$1 to \$5.

DEMANDED BY TOP LEADS
Made by Robbins & Myers, Inc., Worcester, Mass. 211 Franklin Street. Manufactured under U.S. Patents. All rights reserved. No part of this advertisement may be reproduced without written permission.

EVERSHARP

"WHITE-HAND" COMPANION OF THE NEW PERSONAL-POINT FOUNTAIN PEN

may possess other virtues, aside from that of animating words.

Because the headline so often relates intimately to the camera study or the original drawing, the two have every good reason to work in close harmony. To illustrate . . . an Eversharp pencil magazine half-page, although talking the product in general terms, and picturing it, too, bears down on the fact that the leads remain firmly fixed in place.

And so, in the cleverest manner imaginable, the artist, in lovely, legible script, spells out the headline: "The lead can't slip," much as if it had been actually written, and a sweeping line which termi-

The Sign of a Breeze

One glimpse of this modern electric fan by Robbins & Myers, and you'll have no other. It's a beautiful bit of metalcraft, attractively finished in soft rich silvery tones so appropriate for today's interiors . . . yet every inch a fan; precision-built and sturdy, to make your prevailing weather signal . . . "Cool Northeasterly Winds."

Only \$12.75
For good electric fans, see your dealer or write to:
ROBBINS & MYERS, INC., WORCESTER, MASS.
Covers are made from fine materials, and are available in many colors. Send for catalog.

Robbins & Myers Fans

Two Excellent Examples of the Blending of All Parts of an Advertisement into an Attractive Whole

nates the final letter, joins up, as a mark on the white paper, with the tiny lead in a photographic facsimile of one of the pencils, at the lower part of the advertisement.

Not only is the composition an unusually graceful one in its absolute, cultured simplicity, but the featured talking point and its headline are linked together inseparably. Both profit, as has been suggested, by the affiliation, the tie-up—the working together "in harness."

In a campaign for Carpenter Stainless Steel, The Carpenter Steel Company has been fortunate in hitting upon extraordinarily unique compositions, in which illustration and headline are virtu-

ally one, the latter supplied with a 100 per cent appeal to the eye. It would be practically impossible to pass these magazine displays by without at least reading the headlines.

Halftone pictures may carry, for example, various types and sizes of writing pens, fashioned from stainless steel. These halftone areas are squared off except at one point where an enlarged pen thrusts through, the point headed downward and in the direction of the headline or an important part of the headline.

What splendid action there is in these layouts, what with their tilted objects, their hand-written phrases, and the animated arrangement of the entire ensemble!

For more than a year now, the advertising of Post Toasties, by the simplest of layout devices, has gingered up headlines in every newspaper arrangement. A selling phrase, of course, inspires the continuity of this most enterprising decorative scheme: "The Wake-Up Food." For such a phrase, or slogan, as this, calls for action.

In these newspaper displays, straight, flashing lines splash outward from a small showing of the package and, wherever else they go, a part of them, at least, terminate back of the type headline.

It is almost as if rays of the sun were shooting up from the horizon, and illuminating the equally animated headline material. Yet nothing could be more simple and uninvolved than this art addition. It was "thinking of it" that really counted most.

A magazine series by Robbins & Myers, for electric fans, certainly proves that there is always something new under the sun in daring layout.

The text is run straight across half pages, from side to side, and

with almost an inch of white space between the individual lines. This reading matter has been set and composed so shrewdly that it has been possible to sweep a rope down, from top to bottom, bellied out by the wind. Flags and ensigns flutter from it, whipping the

A Layout Such as This Attracts the Eye Instantly and Directs It to the Headline

air, in graceful, undulating folds.

Neither the rope nor the bunting interferes, in the slightest manner, with the orderly flow of the story. No word, no parts of words, are covered up. The eye is willing to leap across a flag, and does so without seriously interrupting the "sense" of the advertising statement. The liberal spacing and the size of the type face has much to do with this.

So much action in the flags and the swaying rope seems to catch up the type and make it tingle with action. You can almost feel the breeze blowing through every line.

A dozen years ago, no advertiser would have thought of running a composition after the manner of the Robbins & Myers magazine layout. "What! Break an illustra-

tion across the sales story! Unthinkable! It isn't being done. People might be aggravated . . . it would be difficult to read."

Modern visualizers of advertising are not hampered in any such fashion now. They know that originality of arrangement is of first importance. It is a battle of wits in the physical elements of salesmanship on paper, too. Be different.

The headline, sometimes carelessly written and thought out, spark-plugs copy. This fact should be stressed, over and over again. Both in the wording and in the cleverness and animation of word juxtaposition, and in the placing and featuring, through tie-up with illustrative material, that initial bid for reader interest is a problem worthy of the most serious consideration.

Bankers and Wages

MANY manufacturers, working by means of production economies and elimination of waste to maintain their scale of wages which after one o'clock on Saturday become almost at once consumers' dollars, have been told in bulletins and news releases that bankers insist on a reduction in the present wage scale as a necessary preliminary to restoring prosperity. This has made many of them feel that they were working on a false premise, against the judgment of great financial leaders.

But none of the statements were true that bankers as a body were advocating horizontal wage reductions.

Bankers Magazine has performed a service in scotching this generality. A questionnaire sent to bankers in all parts of the country recently by this publication proved that bankers disagree on questions of current economics as do any other group of men. As the publication says: "For the most part they (the bankers) favor retention of the present wage scale."

One bank president says:

"I am of the opinion that it would be inadvisable at this time for the major industries of the country to reduce the present wage scale."

Other statements are:

"The standard of living should be constantly improved and this cannot be accomplished on a low wage basis."

* * *

"We do not feel that wage reductions would bring about any revival of prosperity."

"Good management might even be able to lower costs while increasing the pay of labor."

* * *

"Labor well paid distinctly increases the demand for consumable commodities."

* * *

"I do not regard the reduction of the present wage scale as a necessary preliminary to restoring prosperity—rather the reverse."

* * *

When it is considered that all these quotations are over the signed names of prominent bank executives and run in a publication read by other bankers, the results of this questionnaire are almost surprising.

Bankers are men with individual ideas. They do not think or act as a unit any more than any other body of citizens.

Each is entitled to express his own viewpoint on a subject of vital importance and interest but any man who attempts to speak for all bankers or any writer who quotes "general banking opinion" to suit his own purpose is merely muddying the waters of opinion at a time when facts and clear thinking are necessary.

Appoints Story, Brooks & Finley

The Chester, Pa., *Times* has appointed Story, Brooks & Finley, Inc., publishers' representative, as its national advertising representative.

To Represent Nevada Paper

The Elko, Nev., *Free-Press* has appointed M. C. Mogensen & Co., Inc., as its national advertising representative.

s care-
ight out,
t should
again.
in the
f word
placing
up with
initial bid
problem
consider-

nt even
while in-

tly in-
onsum-

duction
a nec-
storing
se."

hat all
signed
execu-
on read
ults of
st sur-

ividual
or act
y other

ess his
of vital
at any
for all
quotes
to suit
muddy-
a time
ng are

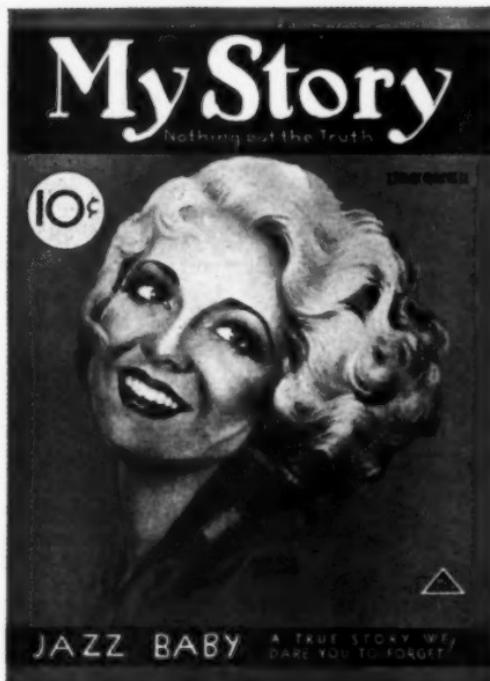
s &

pointed
publish-
nal ad-

Paper
has ap-
Inc., as
ative.

DELL PUBLISHING CO.

A n n o u n c e s



**...the first magazine
of true life stories
to be sold on the
newsstands for 10c**

Distribution of September Issue
(on sale July 25th) will be

4 0 0 , 0 0 0

Meet The Boy!



And you will meet him, sooner or later, if you want to sell his family something for general use.

To sell the family you've got to sell the high school son, just as surely as you do his parents.

Today as never before the young man in the family obtains a respectful hearing for his views on the merits of competing products, and his opinions more often than not strongly influence the purchase.

Meet the boy through the advertising columns of BOYS' LIFE and make him the boy friend of your product.

HENRY E. COKE of Tulsa, Okla. is 17 years old, an Eagle Scout and Senior in Central High. An actual and typical reader of Boys' Life.

BOYS' LIFE

2 PARK AVENUE NEW YORK

CHICAGO
9 W. WASHINGTON ST.

BOSTON

OLD SOUTH BUILDING

BLANCHARD, NICHOLS, COLEMAN
LOS ANGELES SAN FRANCISCO SEATTLE

How

IT so
ati
banki
it is
that
to see
sweet

This
by se
old o
out".
And
banker
pened
stock
sidera
of in
the b
lie g
bag.
under
among
house
rebuil
had
little
chan
back.

A
amor
issue
sibili
to,
after
made
ship
manag

W
to b
ing
the
featu
severa
tising
be th

U
dust
hou
fold
signi

Advertising as a Banker's Rebuilding Aid

How Lehman Brothers, Investment Bankers, Co-operated with Management to Bring Back the Kroger Grocery & Baking Company Morale and Profits

By Ralph Crothers

IT seems to me, that when a situation goes sour in which a banking house has been active, it is quite logically the function of that house to stick by the ship, to see to it that the sour situation is sweetened again.

This attitude wasn't taken by so many bankers in the old days. "Get the money out" was the great slogan. And that referred to the banker's money. What happened to the rest of the stockholders wasn't a consideration. History is full of instances in which after the banker got his, the public got stuck, holding the bag. There was no attempt under the old system even among some of the best houses in the Street, to help rebuild the business which had gone sour so that the little stockholder had a chance of getting his money back.

A disposition is growing among most good houses of issue to realize their responsibility more than they used to, to stay on the bridge after mistakes have been made and to try to get the ship off the rocks by sound management methods.

What follows seems to me to be what any good banking house ought to do under the circumstances. It has unusual features about it, however, from several merchandising and advertising angles which seem to me to be timely and important.

Under the present line-up of industry, some investment banking houses are acting in a sort of three-fold capacity; a capacity that is significant of the changing trend of the times.

If something goes sour in one of the companies in which those investment banking houses have a large stock interest, for example, they feel, first of all, an obligation to secure a new management per-

**REPEATED
by Popular Request**



**The Meat Master's Steak Suggestion
meets with appetitive reception**

Remember, just a few weeks ago, when the Meat Master's request went out—"For favor, we would like to have you send us a copy of our new catalog?" For he's willing to wager that most stockholders don't know where to find it. And the other stockholders don't either work 8-5 or dinner.

Why, remember why the Meat Master's meat suggestion was repeated? Because the Meat Master is the most deliciously appetizing in the meat and butter market associated with grocery stores. And the Meat Master's meat suggestion is rich, hearty meat with substance—in flavor, in texture, in manner and commendation.

With courtesy and courtesy and courtesy has—
or should be a mark, just as much as with anything else. And the Meat Master's meat suggestion is no exception. Just as it is, and worth the picture from the table cloth.

And today, and every day this week, you can get the Meat Master's meat suggestion in the 175 Kroger Grocery & Baking Company's stores throughout the country. And the Meat Master's meat suggestion is the best way to get the best price, quality, quantity, service.

**The Meat Master
suggests for this month**
Fresh, a meat. Temperature, room.
Cooking, a roast. Season, summer.
Price, a dollar. Place, Kroger.
Order, a meal. Time, now.
The expression, a smile.

**ROUND and
SIRLOIN STEAK
per pound 29c**

**KROGER
MEAT MARKETS**

Where everyone goes for good meat

sonnel which they believe will do a better job for all the stockholders, including themselves. Their move, therefore, is to participate in finding new management. When that new management has been selected, after due study of the situation from the banker-management viewpoint, this newer type of banker co-operates with the new management in deciding on all sorts of manage-

ment problems from personnel to advertising. After the new management is all set to go and the banker has given freely of his help and advice based upon his background in other situations, the banking house withdraws from participation in management and merely stands by, ready with more help and advice if it is asked for, or if something again goes wrong.

This picture of the newer type of banking philosophy naturally suggests a different type of banker from the old, side-whiskered iceberg who would have felt it a disgrace to know anything at all about sales or advertising or the general management of a business.

There are coming to the front in the investment banking fields many men who are well equipped by background, training and ability to do the sort of new job required by these fast-moving times. Their talent is being exercised, not in the old banking tradition of getting the money out, or creating an immediate banking profit, but rather in building up companies, by helping management of their own choosing build permanent values into them.

It is natural that large investment banking organizations should attract men of success in various kinds of industries. When these men work constructively in the problems of companies financed by their organization, it may be said that these men are part banker and part industrialist, combining features of each. When a man of this type, working for a house of issue, is familiar with the methods of many companies in a certain group, he is often in the position to apply to the problem confronting him a principle developed elsewhere.

As a specific example of the work of this new and modern type of banking-industrial executive, consider the case of John M. Hancock, partner in Lehman Brothers.

In 1919, Mr. Hancock was in charge of the purchase of supplies for the Navy. He resigned at the instance of Lehman Brothers, who wanted him to accept the position of vice-president and treasurer of the Jewel Tea Company, for which

they were the bankers. This company had suffered heavy losses during the war. It owed much money to the banks. Its capital structure consisted of notes and preferred stock on which there was a large accumulation in back dividends unpaid, and common stock. It was unable to settle a claim against the Government for its main plant which was taken over during the war. In 1920 it lost \$2,183,506.

Straightening Out Jewel Tea

What Mr. Hancock did at that time for Jewel Tea has a bearing upon the Kroger picture, so let's look at Jewel for a moment. He first settled the Government claim, after which he rebuilt the plant. Assuming charge of purchases, inventories and stock, he soon had the company out of the dangerous position it was in and well pointed toward an earning basis.

He was made president in 1922. In 1924, he became chairman of the board. Then he resigned the presidency to become a partner in Lehman Brothers. He left in his place M. H. Karker, then a vice-president and since then the president of Jewel Tea, with whom he had been associated in the Navy.

In Mr. Hancock's first year as president, Jewel Tea earned 54 cents a share on its common stock. In 1924, it earned \$3.05, \$6.09, in 1930 and sales in that year had risen to \$16,844,110 from \$10,240,810 in 1922. Other constructive work accomplished under his management was the retirement of all bank debts, notes and preferred stock, the payment of stock dividends and extra cash dividends and the establishment this year of a regular \$4 dividend basis for the common. In 1929, and again in 1930, this company, which looked well on the way to pass out just after the war, paid a regular dividend of \$3 and an extra dividend of \$2.

The three stages are well defined in the Jewel Tea case. First the choosing of new management, then participation in management, then the standing by with advice and co-operation.

I am not going to attempt to

prove
tising
by the
Company
in reha-
neous
sales
at Jew-
cessful
organiza-
accomp-
advertis-
ent m-
dorsed
made a
rehabili-

The
zation
last M-

The
resigna-
senior
of the
run it
repre-
sumed
previou-

The
compar-
2000 s-
6,000 in
This
manage-
capacity
resigna-
came a
material
did not
investiga-
the mon-
been ha-
other c-
drop in
store fr-
a little
1929 ha-

It w-
bankers
ageme-
correct
expansio-
the orga-
and pre-
new ma-
picture
build t-

is companies during money structure referred a large funds un It was against in plant ing the \$506.

Tea

at that bearing so let's nt. He t claim, e plant. uses, in soon had dangerous pointed

in 1922. man of ned the rtner in t in his a vice- e presi whom he e Navy. year as rned 54 on stock. , \$6.09, ear had \$10,240. destructive his man ent of all referred ck dividends and ear of a for the again in a looked out just lar divi dividend

1 defined First the ent, then ent, then e and co-empt to

prove that the interesting advertising which was recently initiated by the Kroger Grocery & Baking Company has been the main thing in rehabilitating this second company. That would be just as erroneous as to say that some of the sales policies which were initiated at Jewel Tea would have been successful had not a complete reorganization in other ways been accomplished. But the Kroger advertising carried on by the present management is heartily endorsed by the bankers and has been made an integral part of the whole rehabilitation of the company.

The first steps in the reorganization of Kroger began a year ago last March.

The first startling thing was the resignation of five out of the six senior officers of the company. Who of the remaining directors was to run it? In this case the banker's representative on the board assumed the three-fold responsibility previously pointed out, primarily industrial rather than financial.

A Rapid Expansion

The expansion of the Kroger company from a few more than 2,000 stores in 1924 to more than 6,000 in 1929 had been very rapid. This rapid expansion developed managerial problems beyond the capacity of the organization. The resignations mentioned previously came about because the executive material at the top of the company did not satisfy the bankers. An investigation readily showed that the morale of the organization had been hurt. Its price war with other chains, its loss in sales, its drop in net operating profits per store from almost \$1,500 in 1924 to a little over \$1,000 per store in 1929 had worried the personnel.

It was the initial task of the bankers to secure the type of management that could rebuild morale, correct the errors of previous rapid expansion, and then tell not only the organization, but the customers and prospects of the stores that new management had come into the picture and was determined to rebuild the organization from the bottom up.

The first thing done by Mr. Hancock after the resignations had been accepted was to secure as president a man who is a natural leader and who thought in harmony with him on what was necessary to bring back both morale and sales in this second largest food distributing company in the country. Albert H. Morrill, a prominent lawyer, and a well-known man in Cincinnati who had made up his mind to retire to a country place in Virginia and become less active, was induced to go in and take the presidency with the full assurance that he would have complete backing and co-operation.

In order that I may not be accused of over-exaggerating advertising's part in the rebuilding job which has gone on since the new management took hold of Kroger, I asked Lehman Brothers to state, not what advertising had been done, but just what had been accomplished since their choosing the new management and their work with it until its success was assured. Here is a statement which, coming from an investment banking house, will sound rather startling to some people who have accused all bankers indiscriminately of being against advertising as a useless and unnecessary expense.

An Abrupt Change

"In the year that has elapsed since the new management took over the reins, an abrupt change has been apparent in the affairs of the company. Reports of monthly dollar sales have shown a steady improvement to date this year despite a decrease of approximately 15 per cent in commodity prices and a drop of 6.09 per cent in the number of stores operated, culminating in a decrease in dollar sales in May of only one-tenth of 1 per cent as compared with an estimated decrease in January of over 10 per cent. On the present basis of operations it is indicated that Kroger this year will net about \$3 a share for its common stock as compared with \$1.15 a share last year.

"The methods which have been used by Mr. Hancock in co-opera-

* COLOR + COLOR + COLOR + COLOR *

• FULL

Full pages in color in
the *Sunday Magazine*
at \$1,100 (^{Tabloid}_{size})

- A record of gains for 2 consecutive weeks in 1931 over the same weeks in 1930.
- First in volume of advertising in June among comparable contemporaries.

NEVER

Herald

COLOR

or in . . . and full pages
azine in **Color GRAVURE**
at \$3,600 (^{Standard}
_{size})

- Superb, full tone reproduction of your finest art work.
- in the newspaper which led the entire New York field in full-run gravure advertising in the month of June.

NEW YORK

al Tribune

* COLOR + COLOR + COLOR + COLOR +

tion with the new management transcend those traditionally associated with the banker, which consist usually only of the selection of competent executives, the overhauling of accounting and auditing for prompt and accurate operating figures, and the installation of a complete budget plan for greater profit margins. All these things were done, but beyond that, the reorganization called for the development of plans to make the company an institution in the minds of its customers and to create a pride of organization among personnel. In the formulation and development of such policies Mr. Hancock participated actively with the new executives at the time they took over the management of the company.

"To this end the Kroger Food Foundation was formed early this year for the grading of food products and the solution of dietetic problems for customers. The Foundation and its aims were described in weekly full-page rotogravure advertisements in Middle Western Sunday papers, creating an immediate response which has been growing steadily.

"A further weekly series of advertisements is being run to feature meats. A majority of the advertisements carry a sketch of the local Kroger Meat Master and the copy quotes that individual on the subject of meat varieties and qualities and their preparation. In Cleveland where this series has been running, notable gains in meat sales have been achieved as compared with only normal meat business in other cities. The campaign will probably be extended.

"Training schools for store managers and store personnel have been established in which, in addition to teaching a thorough knowledge of commodities handled, special stress is laid upon customer relationship for the creation of good-will.

"Stores are being improved in appearance by the installation of modern and attractive-appearing equipment to replace drab fixtures, and the effort toward brightness, or what might be called 'eye appeal,' has been extended to pack-

aged and canned goods of the Kroger brands upon which new and colorful wrappers have been placed."

A look at the two new types of copy, one for the Kroger Food Foundation of an institutional character, and the other straight selling copy on meat, shows that when the new type of banker cooperates with management and the advertising agency a new sort of copy is bound to result.

"Meat Master"

It is surprising to compare the old Kroger price advertising crowded with specials at cut rates with the new copy which plays up one sort of meat each day suggested by the "Meat Master," a term which, by the way, has added to the morale of the butcher.

Each day he sees himself in print in his new, more dignified name suggesting such items as a bacon omelet with a recipe in small type and then in bold display "Country Club choice sliced bacon, Cellophane wrapped in $\frac{1}{2}$ pound package at 27 cents."

The "Meat Master" may tell brides how to select and cook pork chops. At the top of the page he may be giving a lecture on thrift to young housewives explaining how Kroger cuts and sells more than a million pounds of meat each month and so can help make their money go further, or advising a young bride who is "worried to death" what sort of meal to prepare and how when her mother-in-law is due for dinner, sometimes offering to give away a book such as "Adding Variety to the Meat Course" which describes different kinds and cuts of meat and how to prepare them.

The dignified, illustrated copy for the Food Foundation carries on the service idea and offers to help plan menus, to discover better ways of cooking and serving better foods, telling of its laboratories, its many ways of assisting housewives in their work.

It would surprise some of the advertising and publishing fraternity who have accused bankers of always being against an advertising investment to see the full pages of

of the
which new
have been
types of
Food
stitutional
straight
ows that
anker co-
t and the
y sort of

pare the
advertising
cut rates
plays up
day sug-
Master," a
has added
her.

himself in
the dignified
tems as a
e in small
ld display
iced bacon,
½ pound

may tell
cook pork
the page he
e on thrif
explaining
ells more
f meat each
make their
advising a
worried to
eal to pre-
mother-in-
sometimes
book such
o the Meat
es different
at and how

erated copy
tion carries
d offers to
cover better
erving better
oratories, its
ting house-

ome of the
hing frater-
l bankers or
n advertising
full pages o

copy scattered on the table in the conference room at Lehman Brothers and to hear the comments and explanations from the bankers as to how and why a certain copy angle was used instead of another, how the advertising campaigns have been at the very heart and core of the reorganization. With the help of this advertising—which has already had a real effect in increasing the morale of the organization, in taking the Kroger stores out of the price-only class and their advertising out of the price-only advertising—a new management, installed by investment bankers and operating with their co-operation, accomplished in a brief period an about face in the affairs of a company with annual sales of over a quarter of a billion dollars.

One of the other favorable accomplishments of the new management with the help of the new advertising has been to increase the turnover ratio as is shown in the following table:

	Net Sales	Inventories	Turnover Ratio
1930.....	\$267,094,345	\$19,937,672	13.4
1929.....	286,611,215	22,340,581	12.8
1928.....	207,372,551	21,784,496	9.5

Notice that the 1930 ratio was advanced to 13.4, from 12.8 in 1929, despite a moderate drop in net sales volume, and from 9.5 in 1928. Inventory turnover since the first of 1931 has been raised to approximately 15 times per annum.

It may and will undoubtedly seem unusual to certain portions of the community that a banking house, so often accused of cutting all advertising and sales promotion expense to the bone, should in this situation have picked a man who believed in advertising and then have backed him fully and enthusiastically. This new combination of banker-industrialist-advisor-advertiser, not nearly so rare as it was ten years ago is, it is safe to say, going to be heard of more often in both banking and industrial fields over the coming years. This type of man is going to play an important part in the return of industry to normal.

Similar functions must and will

be performed in other situations where the need has long been apparent but has been brought to view and given urgency only by present economic conditions.

It is worth noting that with all the fundamental changes which this new type of man is going to have a share in making, he is also going to use advertising to tell the organization and the public about the changes which have been accomplished with his help and advice.

Without this type of advertising, institutional as well as merchandise, to inspire the new reorganized organization with increased morale and to keep customers informed and merchandise moving, complete reorganizations won't click. They would disturb instead of inspire the personnel, give the impression of change and confusion to the general public. There are going to be plenty more reorganizations, aided by bankers. The new type of banker is going to recognize the fact that advertising is an absolute necessity to make re-

organized companies function effectively.

This is a happy and a reassuring thought to every man interested in the future of advertising at a time when some of the faint-hearted have become unduly alarmed about its future.

New Account to Seaver Brinkman

The Carrollton Metal Products Company, Carrollton, Ohio, manufacturer of "Like-Mother's" aluminum toys and a line of other aluminum products, has placed its advertising account with the Seaver Brinkman Company, Cleveland. Business papers and direct mail will be used.

Herbert Cuthbert with "The Westerner"

Herbert Cuthbert, formerly director of advertising for the Portland Chamber of Commerce and the organization of the Northwest Tourist Association, is now with *The Westerner*, Portland, as industrial editor. Miss Della Tew, formerly with the *Salt Lake Tribune*, is general manager of the circulation department.

Business Books in Brief

EXPENSE and Profits in the Chain Grocery Business in 1929. By Malcolm P. McNair. (Bureau of Business Research, Harvard University.) This detailed analysis of chain operating costs is for the general reader most valuable and interesting in its first twenty-one pages. It is perhaps a bit pettish of a reviewer to complain about literary style in a report dealing so largely with figures but this reviewer, at least, cannot refrain from expressing his regret that Mr. McNair and his colleagues have chosen an involved and arid style to explain their conclusions. However, the report is such a complete compilation and the conclusions are so interesting that the general reader who is concerned with chain problems will be amply rewarded for his troubles in wading through the involved sentences and long paragraphs.

It is impossible in the short space of a review to mention all of the facts uncovered by this report. A few of them, however, will indicate the report's trend.

Thirty-three thousand chain grocery stores operated by eighty-two companies were studied. In these stores in 1929 consumers spent slightly under \$2,000,000,000. Out of each dollar the chains took an average of 19.4 cents as a gross from which to pay operating expenses and net profit. Of this 19.4 cents, 18.2 cents was required to cover the cost of doing business, which left the chains 1.2 cents as an average pure net profit. When interest on owned capital and other net revenue was added, the net business profit was 1.9 cents.

During 1929 these chains commonly turned their stock ten times. Of the 18.2 cents required for operating expenses, 12 cents were spent for expenses in retail stores, .85 cents for operating warehouses, .9 cents for transportation from warehouses to stores, 3.7 cents for buying and administrative expenses, and .75 cents for interest.

According to the report it was found that the chain grocery concerns with large numbers of stores

did not, as a rule, operate at lower cost than did those with a very small number of stores. The typical expense rate for all concerns with fifty or more stores was higher by 1.4 per cent of net sales than the typical cost of doing business for those with fewer than ten stores.

It would be possible to go on for many paragraphs citing figures and conclusions drawn from the report. The samples above, however, should indicate to the reader whether they are the type of figures which will interest him.

After pointing out a number of reasons why a comparison of the bare figures cannot be expected to tell the whole story of relative advantages or disadvantages to the consumer, Professor McNair reaches three conclusions:

1. That chain grocery companies in 1929, to cover their costs of doing business and their profits, took out of the consumer's dollar approximately 8.8 cents less than did wholesale and retail grocers together.

2. That for the larger chains, which were more likely to represent a complete combination of the wholesaler-retailer functions, this difference was approximately 7.7 cents, in favor of the chains.

3. That chain grocery companies buying merchandise at the same net cost as wholesale grocers typically could have sold for approximately ninety cents the merchandise which the independent retail grocer, buying from the wholesaler, normally would have had to sell for \$1.

Marketing Principles. Organization and Policies. By John Freeman Pyle, Ph.D., Dean and Professor of Marketing and Economics, Robert A. Johnston College of Business Administration, Marquette University. (McGraw-Hill Book Company, Inc.) The purpose of this book is explained by its author in his preface as follows:

It presents to the student of marketing, as well as to the general reader, (1) a method of analysis and a body of facts which, it is hoped, will aid in a fuller appreciation of the importance of a thorough knowledge of the marketing process and a clearer understanding of the problems connected with the effective buying and selling of tangible goods and of services; (2) a basis for formulating sound gen-

The Burroughs Clearing House

the ONE magazine
read by one or more
bankers in *every*
bank in the United
States and Canada

The rate per page per thousand is much lower than that of any other publication in the banking field.

*Ask for rates, circulation analysis
and other data.*

THE BURROUGHS CLEARING HOUSE
SECOND BOULEVARD AT BURROUGHS AVENUE, DETROIT

July 23, 1931

eralizations with reference to marketing functions, organizations, policies, methods, costs, and prices; and (3) the point of view that the marketing process is in reality an organizing force which co-ordinates and ties together the work of numberless, and frequently widely scattered, business and professional specialists.

To carry out this ambitious program Dr. Pyle has written a book which covers more than 500 pages. He has been unusually successful in his selection of the important and his rejection of the unimportant with the result that he has created a bird's-eye view of marketing that should serve as an excellent foundation for further studies of this intricate subject. As a book for study and reference this is one of the best in the literature of marketing.

Stamina. By Herbert N. Casson. (The Efficiency Magazine, London.) The spirit of this little collection of platitudes is pretty well indicated by its subhead which describes stamina as being "commonly known as 'guts.'" Mr. Casson says a lot about courage, including that of the martyrs and Buffalo Bill. After going through a history of courage the author finally reaches Tomas Bata and Henry Ford and closes with the following smashing conclusion: "*Strength and Wisdom*"—these two a man must have, if he is determined to climb up to a high place in the estimation of his fellow men." After reading this book it is a little difficult to realize that it was only a matter of ten years or so ago that this kind of material was considered hot stuff.

Will the White Collar Turn Red? By W. M. Horner. (Watson Publishing Co.) Mr. Horner is a man with a thesis, which is expressed in the following credo: "I believe in large business combinations rightfully conducted. Amassing of great wealth under single individual or corporate control is consistent with and inevitable in the advancement of our economic life." He is a confirmed Hamiltonian and pleads for a wise administration of Hamiltonian ideas. Surprisingly, however, considering the ultra-conservative basis

of Mr. Horner's thinking, this book is a warning to capitalism that it must remake its ideas in order that the white collar man, the bulwark of capitalism, will continue to be its bulwark. This might have been a badly written, uninteresting book. As a matter of fact it is in many pages a well-written, challenging discussion of certain current ills.

America the Menace. By George Duhamel. (Houghton Mifflin Company.) Originally published as "Scenes de la Vie Future" in France, where love for Americans happens to be seething at the freezing point, this book went through ever so many editions and sold ever so many thousands of copies. That it happens to be wholly silly probably accounts for its success. It is the kind of book one reading of which would lead even Michael Gold to defend the army, the navy and good, plain American cooking. With a sensationalism and insincerity apparent in every syllable of a fervid style, Mons. Duhamel professes to be highly wrought up about the fact that American civilization is bound to conquer the world. There is a chapter on advertising that is much funnier than the recent *Ballyhoo* spoofs. After all, *Ballyhoo* was trying to be funny. Mons. Duhamel wasn't.

Magazine Making. By John Bakeless. (The Viking Press.) This is highly recommended to space buyers and publication representatives. It tells the inside story of the making of magazines from their economic basis to methods of layout. Mr. Bakeless is an excellent writer and he makes the business of making magazines sound even more romantic than it probably is. Reading this book won't help smash sales quotas, but it will give any business man with sales quotas to smash a pleasant hour or two of recreation and will make him a bit more sympathetic with the editorial policies of the magazines which he uses.

"How's Business?" By Merle Thorpe, Editor, *Nation's Business*. (Harper & Brothers.) A collection of essays, most of which compass only a few hundred words.

The
The
con
told
find
wid
hea
talk
Mr.
mem
sat
of b
Ra
E.
ers.)
of t
Th
to r
diges
many
ers w
read
are o
toric
velop
atten
book.
Bot
betw
group
aspect
given
tation
erous
Offic
chains
advert
Many
tene
ters'

The
ration
career
take m
little a
tive to

New

The N
furnish
tric serv
has app
tising ag
advertisi

Ad

Miss E
two year
Worcester
has been

g, this
italism
ideas in
r man,
n. This
written,
matter
of a well-
sion of

George
n Com-
ched as
ure" in
mericans
e freez-
through
old ever-
s. That
ly prob-
ss. It is
ding of
Michael
the navy
cooking.
d insin-
llable of
Duhamel
ought up
an civi-
quer the
r on ad-
nier than
s. After
g to be
wasn't.

By John
Press.)
ended to
on repre-
side story
nes from
methods of
an excel-
the busi-
es sound
it prob-
ook won't
ut it will
with sales
t hour or
will make
hetic with
the maga-

By Merle
Business.
A collec-
which com-
ed words.

Those who are familiar with Mr. Thorpe's brisk style and his sound common sense will not need to be told that in this book they will find much to interest them. His wide radio audience, which has heard these essays delivered as talks, will probably take care of Mr. Thorpe's royalties. Recommended as a good-natured, unsensational and withal sturdy defense of business.

Radio in Advertising. By Orrin E. Dunlap, Jr. (Harper & Brothers.) Mr. Dunlap is radio editor of the *New York Times*.

This book's greatest value seems to rest in its completeness as a digest. Much that is quoted and many of the incidents related readers will recall as having heard or read previously. Nevertheless there are certain to be matters of historic significance in radio's development that will have escaped attention and justify interest in the book.

Both sides of the controversy between newspaper and radio groups concerning the competitive aspects of the newer medium are given in full detail. The presentation treats the new medium generously.

Officials of the two outstanding chains are frequently quoted as are advertisers and advertising agents. Many references are made to convention discussions and surveys. Many extracts are given from listeners' letters.

The chapters on program preparation and facts concerning the career of radio entertainers will take many advertisers, who know little about radio, on an informative tour behind the "mike."

New Orleans Public Service to Bauerlein

The New Orleans Public Service, Inc., furnishing gas, street railway and electric service to the city of New Orleans, has appointed Bauerlein, Inc., advertising agency of that city, to direct its advertising account.

Advanced by Worcester Agency

Miss Hildur E. Gustavson, for over two years with Rule-Williams, Inc., Worcester, Mass., advertising agency, has been elected assistant treasurer.

Life Insurance Sales for June

New ordinary life insurance sales for June of this year amounted to \$672,837,000, as compared with \$725,725,000 for the corresponding month of 1930, representing a decrease of 7.3 per cent. For the first half of this year, new ordinary life insurance sales amounted to \$3,950,434,000, as against \$4,669,775,000 for the corresponding period of last year. This represents a decrease of 15.4 per cent.

These figures are based upon a report of the Association of Life Insurance Presidents and aggregate the business, exclusive of revivals, increases and dividend additions, of forty-four member companies, having 82 per cent of the total life insurance outstanding in all United States legal reserve companies.

R. M. Gattshall to Serve Supply & Machinery Group

R. M. Gattshall, advertising manager of The Republic Rubber Company, Youngstown, Ohio, has been granted a leave of absence for one year, effective August 1, to accept the position of executive manager of the joint merchandising committee of the Triple Supply and Machinery Associations. This group consists of the American Supply & Machinery Manufacturers Association, The Southern Supply & Machinery Distributors Association and the National Supply & Machinery Distributors Association.

M. L. Durham Has Own Business

Maynard L. Durham, formerly in charge of advertising and sales promotion for the Eastern region of the Shell Petroleum Corporation, has opened an advertising counsel service at 305 Union Building, Cleveland. He was formerly advertising manager of the *Implement & Hardware Trade Journal*.

Death of E. A. Sattler

Emil A. Sattler, formerly sales manager of the Falls Rubber Company, Akron, Ohio, died at that city recently. He was at one time sales manager of the Howe Rubber Company, New Brunswick, N. J., and had also been a member of the sales department of the Diamond Rubber Company, Akron, Ohio.

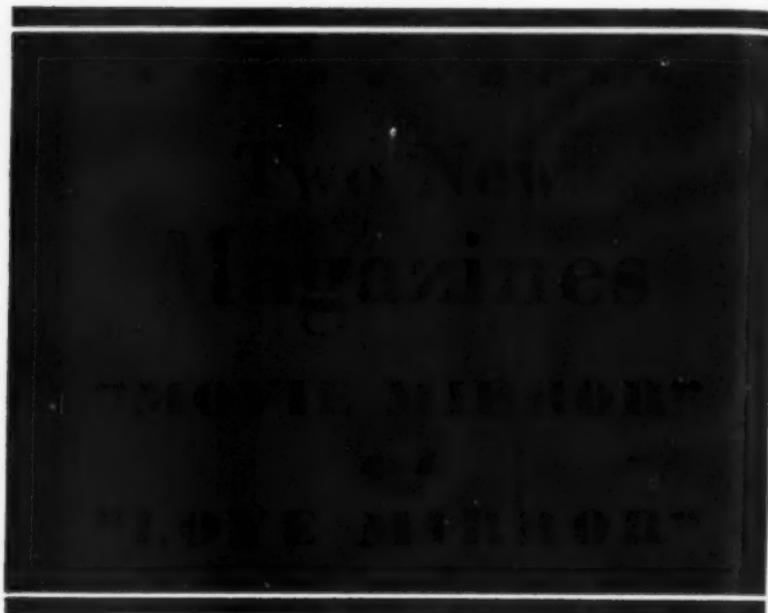
S. R. Woolf with Insurance Agency

Saul R. Woolf, formerly president of the Woolf-Gurwit Advertising Agency and, later, advertising manager of the Elmer Richards Company, has joined the Samuel Lustgarten Agency, Chicago, insurance, as a special agent.

Appoints Little Rock Agency

The Ivory Handle Company, Hope, Ark., has appointed the Bott Advertising Agency, Little Rock, Ark., to direct its advertising account. Business papers and direct mail will be used.

July 23, 1931



*To be sold exclusively through these
Six Great Chain Store Organizations:*

GRAND-SILVER STORES, Inc.

McCRORY STORES CORPORATION

McLELLAN STORES

G. C. MURPHY COMPANY

NEISNER BROS., Inc.

J. J. NEWBERRY CO.

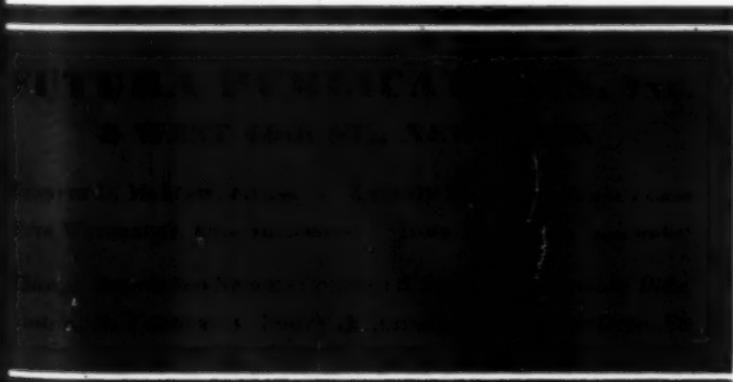


THE new *Futura* Publications will penetrate a hitherto uncovered field of over 300 leading variety stores... Stores strategically located in the country's major trading centers—serving over 11,00,000 customers weekly—selling close to \$200,000,000 worth of goods annually—and maintaining prices on standard brands.

The two *Futura* Publications assure advertisers a dominant coverage of these stores, in addition to the centers in which they are located, offering the most direct and economical approach to a rich and responsive market. Keyed to the interests of the chain-store customer, each issue will contain 132 pages of brilliant art and editorial matter.

Put "*Futura*" on your list for this fall! Present advertising rates are based on a guaranteed monthly circulation of 500,000 copies. Further information concerning "*MOVIE MIRROR*" and "*LOVE MIRROR*" will be furnished gladly to advertisers and their agents, upon request.

First issues go on sale October 5th



Some Ground Rules for Sex-Appealing

Questioning Whether Sex-Appeal Is the Panacea for All Advertising Problems

By Aesop Glim

AS advertising men and women, we go about loudly proclaiming (or tacitly admitting) that we are psychologists. That we know psychology and use it in our work. We point to the compelling horror of some of our negative-approach copy—or to the compelling glamor of our sex-appeal copy.

We say, "That gets 'em!" And if someone—outside the profession—asks, "Is it nice?" we're pretty apt to shrug our shoulders and say, "Well, that's how people are; you can't blame advertising writers. They didn't make the race that way."

For today's lesson, Old Aesop Glim has gone to the psychologists for some light on "how people are." And particularly on the subject of sex-appeal—which is a subject which has long worried me (for business reasons, in the present case).

It seems that even the leading psychologists don't yet know all there is to know about the human race and that most of them admit it. This is, of course, a blow to those (in advertising) who know all about psychology—meaning the human race—without ever having given it any serious study.

The psychologists more or less agree that man works on certain instincts—with which he is born—plus a great number of habits, desires and tastes which arise from his instincts or which he acquires through his environment and education.

For the purposes of constructing effective advertising, I gather that it is important to be able to distinguish between the instincts and the habits, desires and tastes. Being born with his instincts, our reader probably has more time to perfect them than the things he acquires after he is born. From our point of view we can get a

quicker and surer response by appealing to an instinct he's almost sure to have—than to a habit, desire or taste he may not yet have acquired.

The instincts are four in number—as far as I can gather. And they are Fear, Hunger, Rage and Sex. (For Fear you may substitute Self-Preservation, if you wish—and for Rage you may substitute Anger.) All else is something else—not an instinct. Thus a woman doesn't have "an instinct for good clothes"—even though she may have acquired and cultivated a taste in such things.

When we can logically and accurately build our advertising to include an appeal to one of man's instincts, we are that much nearer to inducing the action we desire on the part of our readers. This is highly important. We write our advertising against a wall of indifference. We are safe in saying—before we start writing—that *they don't want to read it*. We are competing against all kinds of odds to first capture and then hold our reader's interest. Wherefore, we must be speedy in our method. And speed means accuracy and accuracy means the shortest distance between two points. And that means that we must appeal to the instinct, habit, desire or taste which lies closest to our product. And, as we've already seen, the instincts represent our best bets—when they fit.

All of which is by way of setting the stage for a discussion of sex-appeal in advertising. And from this point on, you have Old Aesop Glim speaking and nothing I say can be used against the psychologists.

When we build an advertisement, we have two major jobs on our hands. The first is to stop our

readers—arrest their attention. The second is to arouse a desire for the merchandise we are advertising.

On the basis of arresting the attention, we might say that sex-appeal, employed with reasonably good taste, could hardly be overdone—because it would almost always work. This would resolve the whole discussion into a matter of what is good taste; which would probably never be settled.

But since it is our job not only to stop the reader, but to convince him of the desirability of our merchandise, sex-appeal may fail to be the panacea we had hoped for. If, for example, our merchandise really satisfies some other instinct, the reader is apt to arrive at an unfortunate confusion, not to mention irritation, as to our wares.

When you are really hungry, you care very little whether the waiter is a waiter or a waitress—and whether sexually appealing or not. All you demand is some food in a hurry, served with reasonable cleanliness and orderliness. If the food is too long in coming—or too unappetizing when it gets there—the most charming waiter or waitress in the world will be no consolation.

If your seats for the theater are back of a pillar—or for some other night—it is not likely that your rage will be appeased by the sexual charms of the ticket seller.

And if something scares you silly, you want a policeman who is strong and quick in his movements—rather than sex-appeal in any form or shape.

This all works in reverse order—as far as advertising construction is concerned. If you stop them with sex-appeal and then offer them something geared to some other instinct, you have probably gyped yourself. (You might be compared to the promoter who looks over a full house—but fails to count the passes on which a majority of his audience came in.) You have stopped plenty of people, but sold very little merchandise. You have failed to make good on your sex-appeal. And—what is more serious—you have failed to

arouse the right instinct—before it was too late.

Engineers are also men. You can catch an engineer's attention with a picture of a pretty girl. But you won't sell him machinery thereby. And—to carry this exaggeration a step further—he will probably be suspicious of your machinery thereafter.

Sex-appeal is very effective—when it fits. But too many writers have labored under the delusion that sex-appeal was the strongest weapon in the whole armory. And that when sex-appeal failed all hope was lost.

As a matter of fact, when sex-appeal doesn't fit, there's always something else that is stronger and more effective to the job at hand. To compare the various instincts, is like comparing the various fuels—gasoline, kerosene, alcohol and wood. Each in its place is best—if not the *only* one to use.

Sex-appeal has also been the refuge of lazy writers—too lazy to do the analyzing which would determine the right approach for maximum effectiveness. And sex-appeal appears to be the only device some writers know—with which to make an advertisement glamorous and spectacular.

* * *

In essence, my moral is—use sex-appeal when it belongs, but be sure it belongs.

Assuming that it does belong, try to gear it—in taste—to *your audience*. On that score opinions differ—and much study is required. But I did learn one highly important fact on this subject from the psychologists.

When sex-appealing to women, the formula is usually different from when sex-appealing to men. Don't fail to consider the sex of your audience.

I recall a campaign of a year or two ago—selling a cosmetic to women. Sex-appeal was used and sex-appeal belonged—but not as applied. The illustrations were all calculated to arrest the attention of men and quite unapt to interest women in the product. A woman would buy this preparation in order to be more attractive to men;

hence the sex-appeal was very much in order. The illustrations were excellent lingerie displays—which was no part of the story. They should have pictured—either directly or by more accurate implication—the attention and interest which the use of the product would call forth from men.

There are at present two campaigns which employ sex-appeal with unusual accuracy. One is the Nivea Creme campaign, of which I reproduced a sample several weeks ago. The illustration is of a nude woman—which ought to represent the zenith of something or other. But, as a matter of fact, the story is "Body beauty for your face and hands"—so the nude is an immediate and accurate part of the story. And, of course, the treatment of the subject—photographically—is in good taste.

The other campaign is the B. V. D. campaign selling men's underwear on the thought that a man—in his underwear—might better be attractive to his wife's eye. The illustrations are conser-

vative—much more merchandise than model. Which brings up another idea some advertising writers and artists seem to have overlooked . . . Sex-appeal can be portrayed in other ways than by a kiss or a leg.

Culbertson with Cincinnati Terminal Warehouse

R. G. Culbertson, recently advertising and sales promotion manager of *The Billboard*, and before that in the sales division of the Curtis Publishing Company, has joined the executive staff of Cincinnati Terminal Warehouses, Inc., as assistant to H. V. Fetick, vice-president and general manager.

Appoints Sun Agency

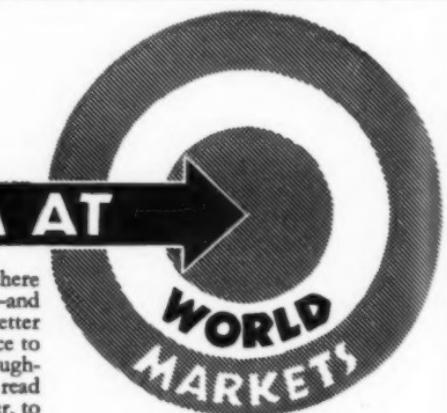
The Central Manufacturers Mutual Insurance Company, Van Wert, Ohio, has appointed the Sun Advertising Company, Toledo, to direct its advertising account. Business-paper, magazine, direct-mail and outdoor advertising will be used.

New Account to Tuthill

The Swimming Pool Construction Company, New York, has appointed the Tuthill Advertising Agency, Inc., of that city, to direct its advertising account.

AIM AT

Wherever English is spoken there is a market for your goods—and Punch will reach it for you. Letter after letter reaches Punch office to prove that Punch permeates throughout the civilised world, to be read everywhere from cover to cover, to be trusted everywhere like an old friend. Put this power, this prestige, behind your goods, your services. Plan now to advertise in Punch. Write to Marion Jean Lyon, Advertisement Manager, 10 Bouverie Street, London, E.C.4, England.



WITH PUNCH

rchandise
s up an-
g writers
overlooked
a kiss or

Cincinnati
use
advertising
er of The
the sales
ing Com-
e staff of
ses, Inc.,
vice-presi-

ncency
rs Mutual
ert, Ohio,
ising Com-
advertis-
magazine,
tising will

Futhill
construction
Inc., of
rtising ac-

E. B. Knight to Direct Polk Survey

Emerson B. Knight, who retired from Emerson B. Knight, Inc., of Indianapolis, to head the consumer research division of R. L. Polk and Company, Detroit, publishers of city directories, will be in charge of the compilation of facts for a national market study which is now being made by the Polk organization. This study will be made on the buying habits of the urban residents of the United States and will involve the interviewing of 11,000,000 families in the 1,280 cities in the Audit Bureau of Circulations' trade areas of all cities with a population of 25,000 and more.

Now The Mellen Associates, Ltd.

The Mellen Associates, Honolulu advertising agency, successor to the Charles R. Frazer Company, has incorporated as The Mellen Associates, Ltd. Officers and directors are: George Mellen, president and general manager; H. Ben Street, vice-president and production manager; Masua Oogahi, secretary and art director, and August Chong, head of the accounting department. Kenneth W. Barr, account executive, and Richard Egami, chief clerk, are directors.

J. B. Greiner Joins Castle Films

Jacob Baur Greiner, for over seven years representative in the Middle West of *The Saturday Evening Post* and other Curtis publications, has joined Castle Films, producers and distributors of business motion pictures. He will make his headquarters at the newly established office in the Stevenson Building, Detroit.

Now Byrum-Shaw Advertising Agency

The Byrum Advertising Agency, Denver, has been incorporated under the new name of the Byrum-Shaw Advertising Agency, Inc. O. E. Shaw, for many years account executive, has become a member of the firm.

W. B. Fink has joined the Byrum-Shaw agency as an account executive.

Maydole Tools to Tyson

The David Maydole Tool Corporation, Norwich, N. Y., has appointed O. S. Tyson and Company, Inc., New York advertising agency, to direct its advertising account. This account will be handled by the Syracuse, N. Y., office of the Tyson agency.

Cleveland Brass to Donnelley

The Cleveland Brass Manufacturing Company, Cleveland, has appointed The Lee E. Donnelley Company, advertising agency of that city, to direct its advertising account. Business papers and direct mail will be used.

GOOD COPY

**It is built on be-
lief and faith.**

**It is more effec-
tive when it is
printed in a pub-
lication which
radiates courage.**



**HAWLEY
ADVERTISING
COMPANY
Inc.**

**95 Madison Ave.
New York City**

Midsummer Madness, Maybe

By W. P. Tuttle

President, Ronalds Advertising Agency,
Limited

AT the beginning please note that I shall and do hereby call everyone who disagrees with my conclusions, "Keepers of the Sacred Bull," so that automatically all my opponents will slip into that pigeon-hole. The example has been set by none other than Aesop Glim, in his article in the July 2 PRINTERS' INK.

Yet I do not believe, in spite of the omniscience admitted by said sportsman, that I am a keeper of any sacred cow, bull or ibex. Perhaps even my dearest friends won't tell me, and if they won't, Aesop Glim shan't be allowed to influence me by threatening.

For I am definitely attracted by his article forensenst institutional copy and yet repelled by his thesis which is, "This is my story and I'm sticking to it."

For what makes all the offerings marvelous to me of shirts, socks, antique furniture and toy elephants by Wanamaker, is the mystic fact that I believe that the ideals of old John Wanamaker still prevail, and, prevailing, make all the shirts, socks, antique furniture and toy elephants of more attractive value than those various commodities would possess if offered in such startling variety by other stores.

And I'm old enough to know better, but I fall for it just the same, because years and years ago John Wanamaker stopped talking only about his goods and began telling me about himself and his ideals. Funny, isn't it, Glim?

Human nature won't behave even when you crack the whip and say, "Boo! You're the Keeper of the Sacred Cow!" Heh, heh!

New Account to Kuhn

The Beebe Company, Portland, Oreg., has appointed The Randolph T. Kuhn Advertising Agency, of that city, to direct its advertising account. A campaign appealing to the pleasure boat trade and the fishing industries of the Pacific Northwest, is planned.

Newspaper Space Need Not Be Sold to All on Equal Terms

A decision handed down in the District Court for the Eastern District of Michigan upholds the right of newspapers to determine under what conditions an advertiser may be sold space. The court ruled that "a newspaper is not at the common law a business clothed with public interest."

This refuted the argument of the trustee for a bankrupt who contended that newspapers are under a legal obligation to sell advertising to all merchants upon equal terms without discrimination. Louis Wohl, Inc., plaintiff in the case, was successor to The Ames Company, which went bankrupt. Louis Wohl was principal stockholder of the bankrupt company and is head of its successor, which did the same kind of business in the same location.

The bankrupt company was indebted to both the Detroit News and Detroit Times. When Mr. Wohl wished to place business for the new company, these papers required him to promise to pay the indebtedness of the bankrupt, which he promised to do orally, and some payments were made. While the claims of the papers were admitted, trustee asked that the court direct that payments be recovered by the trustee, on the claim that such payments were illegal extractions constrained by business exigency.

T. M. Stokes to Have Own Business

Thomas M. Stokes, has resigned as education director of the Connecticut Mutual Life Insurance Company, Hartford, Conn., effective August 1, to engage in private practice as a consultant in sales management, with headquarters at Hartford. He will be retained as educational advisor by the Connecticut Mutual Company.

L. J. Rosenwald Heads Sears Executive Committee

Lessing J. Rosenwald, in charge of the Philadelphia distributing house of Sears, Roebuck & Company, has resigned as vice-president of that organization to become vice-chairman of the board of directors and chairman of the executive committee.

New Account to Frost Agency

The Short Wave & Television Corporation, Boston, has appointed the Harry M. Frost Company, Inc., advertising agency of that city, to direct its advertising account. Newspapers and radio publications will be used.

Dechaux Freres Appoints Teale

John W. Teale, Montreal, is directing the advertising account of Dechaux Freres, Limitée, Montreal.

R. J.
San
Los A

FAW

Chica

Offic

Not Be
Terms
the Dis-
district of
of news-
at condi-
ld space.
paper is
business

of the
contended
legal ob-
all mer-
hout dis-
plaintif
he Ames
t. Louis
r of the
d of its
kind of

indebted
l Detroit
ished to
company,
promise
bankrupt,
ally, and
While the
admitted,
rect that
the trustee,
nts were
by busi-

e Own

signed as
onnecticut
ny, Hart-
1, to en-
consultant
quarters
ained as
onnecticut

s Sears
tee

charge of
house of
s resigned
ization to
board of
executive

Agency
sion Cor-
nted the
c, adver-
direct its
apers and
d.

ts Teale
directing
Dechaux

FAWCETT PUBLICATIONS, INC.

announce

The Purchase of SCREEN BOOK

Magazine

effective with the September issue

•
**SEPTEMBER ISSUE GOES ON
SALE AT 10¢**
•

**150,000 ABC Circulation
GUARANTEED**
at present card rates

**SCREEN BOOK joins this group of
fast-growing magazines:**

**SCREEN PLAY • MODERN MECHANICS
TRUE CONFESSIONS • HOLLYWOOD
TRIPLE-X WESTERN • BATTLE STORIES
STARTLING DETECTIVE ADVENTURES
THE AMATEUR GOLFER**

ADVERTISING OFFICES:

R. J. BIRCH AND CO.
San Francisco: 155 Sansome Street
Los Angeles: 846 South Broadway

FAWCETT PUBLICATIONS, INC.
Chicago: 35 East Wacker Drive

N. FREDERICK FOOTE AND
ASSOCIATES
Boston: 80 Boylston Street
FAWCETT PUBLICATIONS, INC.
New York: 52 Vanderbilt Avenue

•
**FAWCETT PUBLICATIONS, INC.
MINNEAPOLIS, MINN.**

Captain W. H. Fawcett, Publisher

Captain Roscoe Fawcett, Editor and Gen. Mgr.

Offices: MINNEAPOLIS - CHICAGO - NEW YORK - HOLLYWOOD

July 23, 1931

THE BIGGEST PROBLEM

J. A. Hartford
President
The Great Atlantic & Pacific
Tea Company



"The wholesale prices of everything else that we sell have gone down, down, down; but nationally advertised manufacturers' brands have only moderately declined in comparison. As a demonstration of the power of advertising to establish public preference that is pretty impressive, and it represents a public demand which, as retailers, we cannot ignore."

Excerpt from Mr. Hartford's interview with Printers' Ink in the issue of June 18, 1931.

Weekly . Printers' Ink
THE AUTHORITATIVE SOURCES OF INFORMATION

GLENN BUSINESS IS MARKETING

That advertising should stand high with Mr. Hartford is natural. It is estimated that A. & P. spends between \$5,000,000 and \$6,000,000 a year in newspapers alone. Any such item in the budget is rather important.

In a recent letter to Printers' Ink, Mr. Hartford said: "I am a reader of your publication and enjoy it very much, and I want to compliment you upon the excellent quality of its composition."

Marketing minded men are finding their way to the top in many fields. Just recently an important banking house changed presidents in a large manufactory because it needed a marketing mind, rather than a manufacturing mind, at its head.

*We sell have
ised man
ed in com
lvering to
ssive, and
we cannot*

And the Printers' Ink Publications hit these men where they think, with a fund of accurate, timely information on marketing trend, opinion and practice. The degree to which a business man is interested in the advertising of his company is usually best indicated by his readership of the Printers' Ink Publications.

Mr. Hartford
Printers' Ink
June 18, 1931

Among the readers of Printers' Ink Publications.

H. D. Crippen

General Manager, Bon Ami, where advertising holds first place in sales effort, and earnings run 50% above the regular dividend requirement—even in these days.

R. H. Faulkner

President, Auburn Automobile Co., a firm noted for aggressiveness in merchandising and for manufacturing with a marketing viewpoint. Added nearly 400 new dealers first quarter of 1931.

Kenneth G. Smith

Pepsodent's President. Where 90% of sales cost is advertising doing all the work of salesmen—even putting a brand new product on the market.

M. J. Beirn

Vice-President, General Manager of Sales, American Radiator and Standard Sanitary Corp. Particularly successful in developing specialties and replacement business.

Of subscriptions emanating from concerns which advertise 31.5% are major executives, 15.9% sales executives, 17% advertising executives, 16.9% in company name.

Printers' Ink Publications • Monthly
SOURCES OF INFORMATION ON MARKETING

How the Trade Commission Makes Industry Toe the Mark

Some Recently Issued Rulings That Map Out the Straight and Narrow Path

WHEN one envisions the activities of the Federal Trade Commission, three fields of endeavor are commonly pictured. One is the Trade Practice Conference; the other two consist of "cease and desist" orders directed against companies whose advertising is downright fraudulent or whose price maintenance practices have been considered illegal.

While these may be the more spectacular of the Commission's functions, it is also continually issuing a stream of complaints and orders aimed at a multitude of other business practices which, in its eyes, fail to pass muster. Some of the more interesting of these lesser known rulings, handed down within recent weeks, are summarized below. They clearly picture the broad scope of this body's authority.

* * *

A corporation engaged in quarrying stone and fabricating stone burial vaults, signed a stipulation with the Commission agreeing to stop offering to pay a compensation or reward for disinterment of burial vaults sold by competitors.

The company agreed also to stop exhibiting or disparaging in any way the burial vaults sold by competitors. It further agreed to discontinue disparaging the value of guarantees given by competitors and to eliminate exaggerated and unsupported statements regarding competitors in its advertising.

* * *

A tailoring company has been ordered to stop using the words "tailors" or "tailoring" in its corporate or trade names unless all articles of clothing it sells have been cut and made exclusively to accord with the individual tailoring measurements of purchasers. Even though the company should cut a substantial part of its product according to individual measurements

it may not use the two words "tailors" or "tailoring" unless these words are accompanied by others in equally conspicuous type clearly indicating that the garments are not 100 per cent tailor-made.

* * *

Respondent, a corporation engaged in the sale and distribution of drugs and proprietary medicines, agreed to cease and desist from the use of the words "United Drug Company," as a corporate or trade name so as to imply that it is identical to, or connected with the United Drug Company, of Massachusetts.

* * *

A company making an electrical condenser agreed to refrain from stamping its product with a false, fictitious or misleading price known to be in excess of the price at which the product is intended to be, and usually is, sold at retail.

* * *

A corporation selling plastic and semi-plastic roofing materials, agreed to discontinue: Representing that its products are "roof," "roofing," or "compound roofing," when this is not true; that no upkeep expense is required in the use of these materials, when this is not true, and making statements which imply that collection of past due notes are handled by a collection agency, when no such agency exists independent of the company.

* * *

Respondent agreed to cease and desist from the use of the words "rust proof," either independently or in connection with any other word or words, or in any way, so as to imply or lead purchasers into the belief that its product is rust proof, or proof against rust, when such is not the fact.

* * *

Respondent agreed to cease and desist from representing, in any way whatsoever, that the use of

his device, as an adjunct to motor engine distributors, will cause or result in clean spark plugs and cylinders, prevent or lessen carbon, or effect quicker starting, when such is not the fact.

* * *

Testimonials and endorsements will no longer be published by a corporation manufacturing underwear unless they represent and are the free and voluntary opinions of the French couturiers purporting to be the authors thereof. Such opinions shall be based on actual use of, and experience with, the products endorsed.

Wool Growers Plan Campaign to Increase Lamb Consumption

Plans to increase the use of lamb meat by means of an advertising campaign throughout the country, using newspaper, outdoor and radio advertising, met with approval at a recent meeting held at Pendleton, Oreg., of the Oregon Wool Growers' Association.

To be carried on over a period of at least five years, the campaign will be directed by the National Wool Growers' Association which at the present time is making efforts to secure support for its project from sheep raisers in Oregon, Montana, Texas, California and other large lamb and wool producing States. Producers behind the move are taxing themselves 1½ cents per head of sheep to raise the necessary advertising fund.

Boat Hoist Account to Grant & Wadsworth

The Simplicity Boat Hoist Company, Paterson, N. J., manufacturer of boat hoists and slings, has appointed Grant & Wadsworth, Inc., New York advertising agency, to direct its advertising account.

Signs Ohio Cigarette Tax Bill

A cigarette tax bill to become effective September 1, has been signed by Governor White of Ohio. The bill places a tax of one cent on every ten cigarettes or two cents on every package of twenty.

Jersey Central Appoints Ray Israel

Ray Israel has been appointed advertising agent of the New Jersey Central Railroad with headquarters at New York.

Appoints Seattle Agency

Williams & Company, Seattle, manufacturers of potato chips and other food products, have appointed the Carl W. Art Advertising Agency, Inc., Seattle, to direct their advertising account.

Sphinx Club to Be at New Waldorf-Astoria Initiation

Advertising, through its dean of advertising clubs, will be represented at the festivities which will mark the opening of the new Waldorf-Astoria Hotel, New York, on October 1. The history of the old Waldorf-Astoria and the Sphinx Club are closely entwined. From the first dinner, held on July 14, 1896, down to the dinner held on the date of the closing of the old hotel, each of the club's one hundred and ninety-nine dinners had been held under the roof of the building which stood where now towers the Empire State Building.

At that time the club did honor to Waldorf's Oscar Tschirky. It was the consensus of opinion of Sphinx members that it would be well to await the opening of the new model hotel before the resumption of its dinners. The occasion also will celebrate the two hundredth dinner of the club, which through its thirty-five years has created for itself a prominent place in advertising history.

The club was formed by sixteen charter members who met to exchange opinions, recount experiences, weigh values of mediums and to determine the best methods of obtaining profitable publicity by advertising. These sixteen charter members were M. M. Gillam, George P. Rowell, Artemas Ward, Newcomb Cleveland, Will Phillip Hooper, George Fielder, E. Y. Thorpe, T. S. Holbrook, E. H. Masters, R. R. Remington, E. A. Wheatley, George R. Studwell, George C. Kissam, A. Frank Richardson, Henry Drisler and Frederick James Gibson. These gentlemen considered it their first duty to express with the motto "Honesty in Advertising" their aims and aspirations.

Officers of the club now are: President, R. F. R. Huntsman; treasurer, F. St. John Richards; and secretary Roger J. O'Donnell. Vice-presidents are Charles Dana Gibson, John Irving Romer, James Wright Brown, George Ethridge, and William H. Rankin.

Members of the executive committee are: Stanley R. Latshaw, George Nowland, Gilbert T. Hodges, George J. Auer and James O'Flaherty.

L. H. Hartman Leaves L. & T. and L.

L. H. Hartman, for nine years vice-president and a partner in Lord & Thomas and Logan, Inc., has resigned. He had been a member of the staff of the New York office, where he devoted much of his time to the direction of radio advertising.

Appoints Phelps

Advertising of the Klise Manufacturing Company, Grand Rapids, Mich., has been placed with George Harrison Phelps, Inc., Detroit advertising agency. Plans are being made for a campaign to acquaint the furniture and department store trade with Klise period mouldings, carvings and other wood embellishments.

Somewhere There is Someone

In England there has been perfected a process of moulding printing plates of rubber which, in comparison with metal plates or type, go on the press with hardly any make-ready, use only about 60% as much ink and out-run four to ten stereos.

The same plate can be used consecutively on Rotary, Flat-bed and Platen press, with Aniline, Letterpress or Water-color ink.

The broad color effects of hand-engraved rubber blocks and type can be combined in one plate and the register of two or more colors is guaranteed.

A well-known Printing Plant in London, England, discarded its Metal Plate Foundry and put in the Rubber Plate Process. The Works Manager's report to his Directors of his first year's operation showed 18% reduction in average cost per plate, a saving in Composing Room (translated into dollars) of \$3,125.00 and in the Press Room (make-ready, time and ink), \$6,400.00.

This announcement is to attract and interest some individual or group who has the capital or organization or both to purchase the United States rights to this money making process and by a comprehensive campaign establish it from coast to coast through licensing on a royalty basis, makers for the trade and large printers such as now operate their own stereo plant.

A representative of the London owners will be here early in the fall to give intimate information and consummate the sale.

Somewhere there is someone for whom this is the opportunity, and who will make a greater success of it than anyone else, from that person I hope to hear.

Chas. Ed. Potter
95 King St., East
Toronto, Canada

"We Never Stop Advertising"

(Continued from page 6)
statement of the Luden president makes perfectly understandable:

"Based on what we believe to be sound economic reasoning, and with the confidence of fifty years of experience in business cycles, our board of directors has just approved the largest advertising campaign in our history. We expect to increase our sales over last year and increase our profits by doing so."

One important new item is coming along soon, and the company, looking carefully at its own past is plotting its future thus, as Mr. Dietrich describes it:

"We are about to market nationally a new product. Before doing so, and with our cough drop experience in mind, we not only have been preparing for this new product for several years, but we are committed definitely and absolutely to a ten-year development program of merchandising and advertising. Needless to say, we expect to put it over, but I know it will be only through the constant, continuous use of advertising and 'never say die' attitude of merchandising, regardless of business conditions."

A. E. Baird Heads New Business

Arthur E. Baird, general sales manager of the Southwest Broadcasting Company, Fort Worth, Tex., is president of the newly-formed National Chickn Stik Corporation, San Antonio. John L. Lewis, head of the Lewis Advertising Agency, San Antonio, is secretary of the new concern.

Glass Account to Morris & Jones

The Wagner Glass Works, New York, manufacturer of Chemical glassware, has appointed Morris & Jones, Inc., advertising agency of that city, to direct its advertising account. Business papers will be used.

Wood Products Account to Memphis Agency

The Chickasaw Wood Products Company, Inc., Memphis, manufacturer of wood novelties, has appointed Lake-Dunham-Spiro-Cohn, Inc., advertising agency of that city, to direct its advertising account. Magazines will be used.

July

The
porat
Pa.,
of ac
compa
mark
grade
panies
Oil R
ton, R
Ohio
Mary'
Comp
Refini
D. Be
Enterp
ton.

Offic
ident,
Samue
secreta
Reitz,
tary, C
H. H.
Hunter
T. B.

G.

Glenc
Gage
the E
pany,
The Jo
ters w
one tim
Publis
of Petr
rectory.

J. R.

J. R.
preside
August
New Y
Publish
has bee
ment ev
in charg
acquisiti

New A

The S
appointed
advertisi
the adv
absorb a
boxes and
dio and us

Adds t

Weston
of Van S
Baltimore
dition, b
company'

New Oil Merger Formed at Oil City

The Quaker State Oil Refining Corporation, with headquarters at Oil City, Pa., has been formed for the purpose of acquiring through merger nineteen companies engaged in the refining and marketing of oil in the Pennsylvania grade crude oil field. Among the companies to be acquired are: Quaker State Oil Refining Company, Oil City; Emlenton Refining Company, Emlenton, Pa.; Ohio Valley Refining Company, St. Mary's, W. Va.; Independent Refining Company, Oil City; McKean County Refining Company, Bradford, Pa.; James D. Berry & Sons Company, Oil City; Enterprise Oil Company, Buffalo, N. Y., and the Sterling Oil Company, Emlenton.

Officers of the new company are: President, H. J. Crawford; vice-presidents, Samuel Messer and James D. Berry; secretary and assistant treasurer, W. R. Reitz, and treasurer and assistant secretary, Charles D. Berry.

Directors include the above officers and H. H. Lowrie, E. B. Theobald, J. B. Hunter, J. P. Flynn, P. J. Bayer, and T. B. Gregory.

G. W. Sutton with "The Jobber's Salesman"

Glenn W. Sutton, formerly with the Gage Publishing Company, has joined the Electrical Trade Publishing Company, Chicago, as Eastern manager of *The Jobber's Salesman*. His headquarters will be in New York. He was at one time president of the Graffis-Sutton Publishing Company, Chicago, publisher of *Petroleum Age* and *American Oil Directory*.

J. R. Weintz to Join Curtis Staff

J. R. Weintz has resigned as vice-president of *Sales Management*, effective August 1, to become a member of the New York selling staff of the Curtis Publishing Company. Mr. Weintz, who has been associated with *Sales Management* ever since its early days, has been in charge of its Chicago office since its acquisition by its present ownership.

New Account to Freeze-Vogel-Crawford

The Sanz Corporation, Milwaukee, has appointed Freeze-Vogel-Crawford, Inc., advertising agency of that city, to direct the advertising of Sanz, a product to absorb and destroy food odors in ice boxes and refrigerators. Newspaper, radio and direct-mail advertising will be used.

Adds to Duties with Van Sant, Dugdale & Corner

Weston Hill, sales promotion manager of Van Sant, Dugdale & Corner, Inc., Baltimore advertising agency, has, in addition, been placed in charge of the company's plans and media department.

\$1,000,000 BUSINESS at *Boston Curtain Show*

This large volume of buying is but another bit of evidence of the interest that style has injected into home furnishings. To cultivate this quickening market, advertise in the weekly business newspaper that is First in Home Furnishings Style:

RETAILING

A Fairchild Publication

8 East 13th St., New York, N.Y.

How are your sales?

Want Help?

... I have experience valuable for any general product. Know drug trade merchandising intimately, have close contact with wholesalers, chain stores, syndicates. Enthusiastic, know how to sell and get things done. Eight years' experience.

... Ready to lead a sales force, manage a campaign, develop your sales promotion or to assist some principal manufacturer or wholesale executive. Christian, married, college education.

Address "U," Box 220, P. I.

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: AShland 4-6500. President and secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 6 North Michigan Avenue, GOVE COMPTON, Manager.

Atlanta Office: 87 Walton Street, GEO. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. MCKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager, San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

JOHN IRVING ROMER, Editor.

ROBERT W. PALMER, Managing Editor

ROY DICKINSON, Associate Editor

C. B. LARRABEE, Associate Editor

BERNARD A. GRIMES, News Editor

EDITORIAL STAFF

E. B. Weiss	Andrew M. Howe
Thomas F. Walsh	Eldridge Peterson
H. W. Marks	Don Masson

Allen Dow

A. H. Deute, Special Contributor

Chicago: G. A. Nichols

Philip H. Erbes, Jr.

London: Thomas Russell

NEW YORK, JULY 23, 1931

Ethics or Sound Policy?

A number of radio sets who were licensed to use the tube promptly brought out new models incorporating the improved tube. Most of these licensees christened the tube with their own coined names.

Then the advertising for the new sets appeared. Inasmuch as the new tube was the major improvement in these new sets, each advertiser hammered away at the new feature. However, because each advertiser had his own name for the new tube, it appeared to the lay eye that radio laboratories had produced a tremendous variety of improved tubes, each with peculiar, exclusive and all-important qualities!

With cross-licensing of important patents becoming an increasingly common practice, and with

A new type radio tube was announced. Makers of

the advertising of these patented products by the licensees also becoming increasingly common, there arises a point that may be one of ethics, or sound policy, or a combination of both.

The point, simply expressed, is this: When a group of companies are licensed to make or sell a patented product, and when this product, despite the individual names given to it by the licensees, is substantially identical, regardless of who makes it, is it unethical, unsound policy, or both, to advertise in a manner calculated to spread the idea that each advertiser has something that is unique and outstanding?

From the standpoint of strict ethics, there would seem to be small ground for justification of such a procedure. From a standpoint of sound policy, it would seem that conflicting claims for identical products accomplish little more than to confuse the buyer.

We wonder whether these same advertising appropriations, if lumped together and used for a campaign to advertise jointly the basic patent, with the various licensees signing the copy and perhaps running individual tie-in campaigns, would not build greater sales and more economically.

We do not overlook the fact that one of the principal thoughts in these cross-licensing agreements is that competition between the licensees will lead to more business than would otherwise be obtained. We do not suggest the elimination of this competition except when, as in competitive advertising, it may be neither ethical nor sound policy. Confusing the buyer is not a recommended way to build business.

**Money from
Bankers** A banker who has for many years dealt with bankers, offered a helpful and constructive suggestion to all business men recently.

He said that makers of nationally distributed products and advertising agents frequently forget a very important word when trying to induce bankers to release credit for advertising campaigns,

That
"acc
N
who
com
many
are b
ances

If
tising
as a
banke
ing o
builder
needed
much

A
Co
Sug

year o
leane
for stir
cially a

Inso
contest
is just
Setting
horting
a proce

But t
sales co
is the c
are ask
handled
sales pr

A com
indefinit
subjects
There ar
dling the
coming a
accounts,
refuses t
price-cut

The pr
sum. Fr
tomary fi
report.

The tw
into consi
are seldo
2. They ar
suitable su
two factor
point out t
tributions
basis of

ented
o be
there
ne of
com-

ed, is
panies
a pat-
prod-
names
es, is
ardless
ethical,
adver-
ated to
vertiser
ue and

strict
to be
tion of
a stand-
would
ms for
h little
uyer.

these
tions, if
l for a
ntly the
us licens-
perhaps
n cam-
greater
ly.

fact that
ughts in
gements is
the licen-
ness than
ned. We
nation of
hen, as in
t may be
d policy.
not a rec-
business.

aker who
or many
dealt with
al and com-
ll business

of nation-
s and ad-
ntly forgot
when try-
to release
campaigns

That one magic word, he said, is "acceptance."

Not only does the banker's whole living and standing in the community depend upon its acceptance for himself and his bank, but many other functions of banking are based upon commercial acceptances.

If the manufacturer and advertising agent will forget advertising as a magic wand or a cure-all, this banker says, and confine their selling of it to its function as a sound builder of public acceptance for needed products, they will get much further with bankers.

A Sales Contest Suggestion

Sales contests have not been particularly popular for the last year or so. Sales executives have leaned to the view that this device for stimulating business is not especially appropriate at the moment.

Insofar as the usual type of sales contest is concerned, there probably is justification for this attitude. Setting a high quota and then exhorting salesmen to beat it is hardly a procedure in tune with the times.

But there is at least one kind of sales contest that can be run with profit at almost any time and that is the contest in which the salesmen are asked to report on how they handled various sales objections or sales problems.

A contest of this sort can run indefinitely. The list of available subjects is almost without end. There are such topics as: Handling the high-price objection, overcoming substitution, landing new accounts, handling the prospect who refuses to say a word, meeting a price-cutting situation, etc.

The prizes need entail no large sum. From \$5 to \$25 is the customary figure for each successful report.

The two principal points to take into consideration are: 1. Salesmen are seldom dexterous pen-wielders. 2. They are not expert at selecting suitable subjects. Recognizing these two factors, it is essential, first, to point out to the salesmen that contributions will be judged on the basis of information value, not

literary value, and, second, to give the men a limited group of specific subjects about which to write.

What salesmen need and want these days is practical, helpful information, based not on headquarters theory, but on actual field experience. There is no better way to get this information than by asking the salesmen to contribute it.

The Spread of the Regional Council

The New England Council was a unique experiment in business co-operation. Born of a badly discouraged and disorganized local situation, it grew slowly and consistently; worked effectively to prove that industry, agriculture and civic units can co-operate to raise the economic level and morale of a whole section.

In April and May, 1930, PRINTERS' INK MONTHLY gave the details of the plan, suggested it as a model for business men in other sections.

The articles on the New England Council have been requested by business men in many sections of the country. Early this year the Southeastern Council was formed by business men in the South.

Important industrialists and economists have also just formed the Rocky Mountain Economic Council at Denver. This latter, like the others, starts with a program of stock taking and fact finding and is to promote research, development and trade.

Charles C. Gates, president of the Gates Rubber Company of Denver, is active in the administration committee and is typical of the progressive type of practical business man interested in promoting the Council.

There is something significant and promising in the growth of this regional Council idea and the frank adaptation by the new ones of the successful organization plans worked out by the New England Council.

This country never has been strong for "supreme economic councils" or anything else that smacks at all of a dictatorship.

But the logical spread of a sound local idea has in it the germ of great possibilities for the future which are extremely significant and worth the close attention of all business men.

**The Cost of
No Adver-
tising**

Milwaukee heard some words which should have been heard by every retailer in the country. For Clarence Francis, president of the Associated Grocery Manufacturers of America and president of the General Foods Sales Co., summed up, in brief form, what other speakers and writers have attempted far less successfully, using many more words.

"Suppose," he said, "that of item by item on your shelves not one product would move until you put behind it an adequate, comprehensive sales canvass, often a demonstration, made by someone on your payroll.

"If it took the time of one clerk in every store and if that clerk were paid but \$20 a week, the added sales expense in the retail grocery business would amount to more than \$400,000,000 in a year."

If none of the products on a grocer's shelf had ever been advertised to the public, even the bitterest opponent of advertising would admit that in each store a clerk, probably assisted by the store owner, would be compelled to spend much time telling what the product was like and that the company back of it was reliable. Much extra time would be spent on introductions, explanations and selling talk instead of the wrap-up job which now suffices for well-advertised products.

Mr. Francis' time estimate is a fair one. The amount it would add to selling expense, as he also pointed out, far exceeds all the advertising behind food products.

Advertising created needs for products never sold in grocery stores before, and it has performed a like service for other retailers. But its usefulness can best be visualized in the way Mr. Francis suggests.

The cost of no advertising would exceed the cost of all the good advertising ever done and would so disrupt business that mass production and all the advance in living standards which have developed with it over the years would be wiped out.

**Merchandis-
ing the
Radio
Program**

Too few radio advertising programs are merchandised effectively. Maybe this is because many advertisers have first gone into radio experimentally. They want to put the medium to a test and, accordingly, decide to let it go its way unaided, except for preliminary announcements of the new advertising step.

If results are satisfactory, the feeling evidently is: Why do anything more about it? If unsatisfactory, time may not be granted to co-ordinate the support of tie-in helps. This is unfair to the advertiser and to the distributors who have been told what might be expected from the added stimulus to sales.

Every advertiser using any medium should bring to it every support that will help him realize to the fullest any possibility for cashing in on its effectiveness.

It is at the point of sale that merchandising tie-ins are most lacking where the radio advertiser is concerned. This fact is outstanding in a study of what fifty advertisers are doing in tie-in work. A summary of the data received shows that there are twenty-five ways in which the program can be merchandised. These were listed in PRINTERS' INK of June 25.

In the work of getting this information, some advertisers were asked questions that seemed to suggest uses of merchandising tie-ins which hitherto had escaped their attention. This fact prompts us to recommend that advertisers check up to make sure that they are overlooking no opportunities for translating good-will into buying action.

R. H. Murrow, formerly advertising manager of the *Western Woodworker*, Seattle, has opened offices in the Lumber Exchange Building, Seattle, as a publishers' representative.

Newell-Emmett Company *Incorporated*

Advertising • Merchandising Counsel

40 EAST 34TH STREET
NEW YORK

THERE IS NO trade paper department in this agency. The trade advertising is supervised by our key creative men as a closely-knit part of the whole plan of production.

This viewpoint goes to illustrate what we mean by service with an extra degree of thoroughness.

"NOT HOW MUCH, BUT HOW WELL"

May Scout Titles and Insignia Be Used by Advertisers?

Editor of PRINTERS' INK:

A client of ours desires to use in his advertising a drawing containing both a Boy Scout and a Girl Scout in regulation uniforms. The picture will be used to identify his product somewhat in the manner of a trade-mark. Can you tell us whether or not he would be committing any infringement by the use of such? Would he be held legally liable for damages and would his use of it likely be stopped after he had once started?

ON June 15, 1916, the Congress of the United States reincorporated the Boy Scouts of America under Federal auspices, with a special section in the Congressional Charter reading as follows:

That said corporation shall have the sole and exclusive right to have and to use, in carrying out its purposes, all emblems and badges, descriptive or designating marks, and words or phrases now or heretofore used by the Boy Scouts of America in carrying out its program, it being distinctly and definitely understood, however, that nothing in this Act shall interfere or conflict with established or vested rights.

The House Committee on the Judiciary, in recommending passage of this bill, included the following paragraph in its report:

The passing by Congress of this Bill will, it is believed, provide the organization with proper protection for its distinctive insignia, the integrity of which is vital to the maintenance of the Movement, and protect it from those who are seeking to profit by the good repute and high standing and popularity of the Scout Movement by imitating it in name alone.

The practical effect of this Charter has been to give to the Boy Scouts full and complete control of their insignia. The basis on which this is done is not only to preserve to the Boy Scouts of America their right but to protect the public from deception and fraud. Because of the original incorporation (1910), fortified and strengthened by the Charter granted by Congress, as well as the common law and special statutes covering trade-

marks and patents, the Boy Scouts of America have been able, through their National Council and Executive Board, to maintain a very rigid control not only over their insignia and various badges, but also over the use of the words "Scout" and "Boy Scout."

"Under these circumstances," says Frederick N. Cooke, Jr., director of licenses and royalties of the Boy Scouts of America, "it has been our endeavor to win the cooperation of American manufacturers, distributors and national advertisers in maintaining conditions which recognize not only the legal basis, but especially the moral right of the Boy Scouts of America to control the use of their name, characteristic terminology, insignia and uniforms. We are indeed proud of what we are accustomed to refer to as the 'Honor Roll' which lists, to date, 44 American firms that have amicably yielded uses which they had intended to make or, in many cases had commenced, of the Boy Scout name, insignia or other obvious references to the Boy Scouts of America which were such as to involve the likelihood that the purchasing public might be confused as to the origin or sponsorship of the goods or other proposals offered."

In very few instances has it been necessary for the organization to appeal to the courts. There have been a few cases of this kind where companies wanted to use a trade-mark infringing upon the Scouts' name and insignia. In these cases the courts have decided in favor of the Boy Scouts of America.

Nevertheless, it is a misunderstanding to believe that the use of the uniform and insignia in advertising is forbidden, under all circumstances. The organization effort is confined largely to making clear to national advertisers that while the Boy Scouts of America have certain equities which they feel compelled to protect, they are willing to give consideration to proposals by advertisers of merchandise of established acceptance in American homes, involving the ex-

ploying
an i
Scout
is w
and a
illust
desire
the B
Scout
Aven
prova

Sim
has s
its na
former
quarter

[T
appea
ems]

FEW
they
good ad

Jame
der o
went t
him a \$
of small
capital,
starting
declined
Bennett
the Her

The f
York T
1841, w
tor and
tal was
It was s
subscribe
first wee
ceipts \$9

The C
circula
the large
newspape
ming Iter
lation of
Globe wa

Busines
every line

oy Scouts
en able,
council and
taint a
only over
us badges,
the words
"

"instances,"
e, Jr., dis-
oyalties of
rica, "it has
in the co-
manufactur-
ational ad-
ditions

or the legal
the moral
of Amer-
of their
terminology.
We are im-

are ad-
the 'Honor
date, 40

re amicably
y had in
many cases
Boy Scout
er obvious
Scouts of
uch as to in-
at the pur-
be confused
nsorship of
posals of

has it been
ization to
There have

this kind
ed to use
upon the
signia. I
have decide

Scouts o

a misunder-
t the use o
ia in adver-
der all ci
organization
y to making
ertisers the
of Ameri
which they fe
they are wil
tion to pro
to of mercha

cceptance
ving the e

ployment in their advertisements of an incidental background of Boy Scout scenes or atmosphere. This is with the distinct understanding and agreement, however, that both illustrations and text which it is desired to use shall be submitted to the National Office of the Boy Scouts of America, at 2 Park Avenue, New York City, for approval.

Similarly, the Girl Scouts, Inc., has secured certain protection on its name and insignia. We are informed by the Girl Scouts headquarters that it is not advisable for

advertisers to use illustrations of Girl Scouts in uniform, or Girl Scouts' insignia either as a trademark or in advertising.

Certain firms are licensed by Girl Scouts, Inc., to distribute merchandise under the Girl Scout trade-mark, and are permitted to use the Girl Scout name. It is possible for some advertisers to secure permission to use the Girl Scout uniform in their advertising. But advertisers should communicate first with the Girl Scout headquarters in New York City for consent.—[Ed. PRINTERS' INK.]

Thirty-five Years Ago in Printers' Ink

[These quotations and abstracts
appeared in 1896 issues of PRINTERS' INK.]

FEW businesses are so good that they cannot be improved by good advertising.

* * *

James Gordon Bennett, the founder of the New York *Herald*, once went to Greeley and exhibiting to him a \$50 bill and some other notes of smaller denomination as his cash capital, invited him to join him in starting a new daily paper. Greeley declined the offer, but recommended another person, with whom Bennett united in the first issue of the *Herald*.

* * *

The first number of the New York *Tribune* appeared April 10, 1841, with Horace Greeley as editor and proprietor. His cash capital was \$1,000 of borrowed money. It was sold at 1 cent and had 600 subscribers. The expenses of the first week were \$525, and the receipts \$92.

* * *

The Chicago *Daily News* had a circulation of 202,496. This was the largest circulation of any daily newspaper. The Philadelphia *Evening Item* followed with a circulation of 191,606, and the Boston *Globe* was next with 181,319.

* * *

Business is improving in nearly every line. The outlook is cheer-

ing. There is no mistake about it.

* * *

The H-O Company offered prizes for advertisements of its oatmeal. For the best advertisements in each of five sizes it offered \$15; for the second best, \$12.50; for the third best, \$10; and so on down to \$2.50.

* * *

The only test of advertising is the results it brings.

* * *

According to D. T. Mallett's Directory of Department Stores, there were 892 department stores in the United States, nine in Canada, ten in England and two in France.

* * *

The attempt to say too much must usually end in saying nothing effectively.

* * *

The first advertisement for the Waterman Ideal Fountain Pen appeared in 1884, one year after it was invented by L. E. Waterman. This advertisement brought in enough money to pay the cost of the pens, the advertisement and left profit besides.

* * *

Never put off until tomorrow the advertising you should do today.

The Little Schoolmaster's Classroom

THE Schoolmaster has never been able to see anything humorous in a bill, even when it is rendered by so efficient a public utility as the New York Telephone Company. That institution, which has long accompanied its monthly bills to subscribers with advertising inserts, has made a move to brighten the cloudy skies that hover over its customers when the monthly bill arrives by the simple expedient of instilling a little humor into this type of advertising. The first of these inserts, which are to be tried out by the telephone company with its July, August and September bills to suburban subscribers, was called to the Schoolmaster's attention by a member of the Class. The pamphlet features a cartoon by Gluyas Williams entitled "How to Ruin a Perfectly Good Vacation" and in an amusing style puts over the company's point that phoning for reservations is one insurance against a troubled vacation.

Next month's insert, the Schoolmaster is informed, will be illustrated by Don Herold, and if the Schoolmaster were a suburbanite he would look forward with something akin to anticipation to next month's phone bill. If there is a place for humor in the advertising sun, where better could it be, asks the Schoolmaster, than in offering pleasant contrast to the unamusing reality of a monthly bill?

* * *

A former student of the School of Engineering in the University of Cincinnati tells the Schoolmaster some interesting things about R. K. LeBlond, president of the R. K. LeBlond Machine Tool Company in Cincinnati. Part of the student's instruction was gained by practical work at a lathe in the tool company's shops—work which had been arranged for him by his professor.

He was greatly intrigued one day to see Mr. LeBlond come on to the floor, motion a workman away

from a planer, and operate it himself for an hour or so. A day or two later the president again appeared, without ceremony or fuss, and took charge of a milling machine. Next time he operated a gear cutter and then a shaper.

"I want to keep my hand in," Mr. LeBlond said later in discussing his rather unusual performances. "The financial and merchandising ends of this business are, of course, my special province; nevertheless it is important for me always to have the 'feel' of the construction side. Working this way, I do not allow myself to forget how the goods are made, and I discover many an interesting way in which improvements can be effected. After all, the quality and performing power of one's merchandise—when he makes machine tools, at any rate—is second to nothing else in importance."

Mr. LeBlond might have added that his democratic action undoubtedly increased the morale of his workmen and added to their efficiency. When a man sees that the big boss can do things as well as he can, or perhaps better, his respect for the boss and the organization as a whole is bound to be increased. This feeling is reflected in sales departments operated by managers who can and do sell merchandise—who can accomplish things that are beyond the ability of even the star salesman on the staff.

There never was a time when it was more necessary to know how to do things. Why wouldn't it be a good idea for sales managers and even higher officials in businesses to emulate Mr. LeBlond and, once in a while, go out and do things that are usually delegated to the rank and file? The chances are some of them would learn they are not so nearly super-men after all. They would become more efficient in their own jobs; they would increase their respect for their em-

"spe
Samue

Champain
Plymouth?

Blancart:

Fourteen p

Champain

two mont

the purpos

shall lay t

on Jul

going on

know. Au

(Don de

astern as

TWO-

Bond fo

er's Commandant Blancart of the ILE DE FRANCE

"speaks" the DON DE DIEU

Samuel de Champlain, Master



Champlain: "And when will you make Plymouth?"

Blancart: "Five days and fifteen hours. Fourteen perhaps. And you?"

Champlain: "My comrade, I am now two months sailing from France—with the purpose of founding Quebec. I shall lay the corner-log of my habitation on July 3, 1608. I really must be going on now—founder's chores, you know. Au 'voir, monsieur!"

(*Don de Dieu* drops alee and bobs astern as *Ile de France* gathers speed.)

Advertising manager of big American manufacturing house, who has left his place in the smoke-room to witness the exchange, resumes his place and says to a companion: "Now there's an illustration of what I mean. When we send out letters with text and pictures both, on Two-Text Illustrated Letter Paper, we get not twice but four times the response that pictures alone, on a single-finish paper, would give. This Two-Text idea makes the old-fashioned 'one-eye' letter paper look as obsolete as the *Don de Dieu* down alongside the pantry of the *Ile*. Brave, but dull, if you know what I mean."

You might as well send for your sample book of Two-Text now as later. Send your name to the Standard Paper Manufacturing Company, Richmond, Virginia.

TWO-TEXT ILLUSTRATED LETTER PAPER
Bond for the Letter Side Coated for the Picture Side

July 23, 1931

July 23,

ployees and vice versa. Most important of all, they would have a more accurate understanding of the market and the customer.

* * *

While this business depression undoubtedly calls for a more intensive use of advertising in some cases, it is also a time for unusual care to be taken to the end that the advertising may be applied intelligently.

This thought comes to the Schoolmaster as he contemplates an incident passed along to him by Paul A. Lovewell, a business-paper editor in Topeka, Kan., and also a long time member of the Class in good standing. Mr. Lovewell tells about a workman named Wardlow employed in the Santa Fe shops of his town. One morning Wardlow was informed that there was a telegram awaiting him at his mother's home.

Receiving a telegram is something of an event in his life and, following the usual train of thought in such cases, he feared this message might be one telling of a sickness or a death. He was so worried that he secured permission from the foreman to quit work for a half a day (at his own expense, of course) and go out to his mother's place, several miles from the shops, to get the telegram.

It was there all right. But when he had snatched off the envelope he discovered that the message was one advertising a special sale by an instalment jewelry house!

Workman Wardlow is now contemplating legal action against the store to recover his half day's lost pay and to secure damages for the mental shock which he, in his naïve way, had suffered. A prominent lawyer of the town, who is handling the case without pay, declares he can make the charge stick in court and that an award of damages to the shopman is practically certain.

Regardless of all that, however, it is safe to say that the store in question, which is part of a national chain, has lost at least one customer permanently. The advertising, designed to produce some-

thing constructive, had exactly the opposite effect.

The use of the telegraph for advertising purposes is legitimate enough. And certainly the telegraph company cannot be blamed for the unfortunate outcome in this case. But the incident shows the need of exercising care and caution, especially when one is doing something in the nature of a stunt. If any kind of advertising offends the customer, either in the way it is delivered, or in its wording, it then becomes worse than waste effort; it is destructive.

* * *

Class, lend a sympathetic ear to this plaintive cry of a copy writer:

"I'm going back to my office in a little while and tackle a series of advertisements on sporting equipment. If I go to the window and look out, I will see some tall buildings and their fire-escapes. Down the street a riveter will start his lullaby. A few feet away another copy man will be arguing loudly with an artist."

Imagination and concentration, he feels, suffer too much under such conditions. He lives in the hope that some day copy men will have environments in tune with the particular subjects they are writing about. When sport copy must be written, this copy man wants to walk into a room, switch on brilliant lights and gaze upon walls alive with pictures. There would be pictures of a fisherman battling with a stubborn trout in a singing stream; from this the copy man could shift his eyes and see a sunrise bathe a mountain top in pink and gold, or turn in his chair to see a picture of a long, yellow roadster purring along a quiet country road with golf bags showing in the rumble seat.

For the copy writer on cosmetics or lingerie or hosiery, there would be another room. Lights would be soft and subdued. There would be pictures of beautiful women—the opera—dancing at the Ritz-on the sands of Palm Beach.

The yen, so vividly expressed by this troubled writer, of course can be picked up and carried to ridiculous lengths with suggestions o

Wait Until September

ACCORDING to last-minute reports from salesmen of merchandise, space and services in many lines, there is a greater group of "wait until September" prospects than ever before.

These September-waiters are a well-known phenomenon every August.

This year their number if placed end to end would reach

But no one ever eagerly said to the figure-hound, "Please, mister, give us just one more statistic." So we spare you the exact figures.

But there are hundreds of men waiting for September who need August advertising more than corn flakes need cream.

If a few of the "wait till

September" manufacturers started to advertise thirty days sooner with new products, new ideas, it would be much better for all concerned. For advertising placed now creates confidence, starts things moving.

Sure, things will be better after Labor Day, but advertising *now* starts things which happen then.

As a matter of fact, there are also pages in certain well-known business papers which could be used in August to great advantage by publishers who want fall and winter contracts.

Unusual copy, thought-and action-provoking words will help produce fall and winter business for the publisher who advertises in August in the

PRINTERS' INK PUBLICATIONS

**HOW TO SELL
HAWAII'S
HUNDRED MILLION
DOLLAR MARKET**

Send for a SURVEY on the line or lines of merchandise in which you are interested

HONOLULU STAR-BULLETIN

NEW YORK	F. P. Alcorn, 300 5th Avenue
CHICAGO	F. P. Alcorn, 410 N. Michigan Avenue
SAN FRANCISCO	R. J. Bidwell, 742 Market Street
LOS ANGELES	R. J. Bidwell, Times Building
SEATTLE	R. J. Bidwell, Short Building

• • We know of an opportunity for the

Artist Illustrator

who is capable of drawing smart, human, realistic figures, who works in most mediums, particularly wash, dry brush and line. He must have a characterful line to his work and must have a good color sense. Only an illustrator with broad experience, a man who is ambitious and a student of up-to-the-minute commercial requirements need apply.

Box 24, Alfred Station P. O., Detroit, Mich.

If it's a man you're wanting—

for a job that's mighty important, try an ad in PRINTERS' INK.

It is read closely by many successful business men already holding important positions, and to these, as to the rank and file, a real opportunity for growth in a wider field, with greater earning power, is always attractive.

An advertisement in PRINTERS' INK, stating clearly the essential qualifications required in the man you seek, with an outline of the possibilities in the position for the right one, will bring a surprising class of responses.

It is quite likely to result in your hearing from men whom you would not otherwise think of approaching.

its application. But the Schoolmaster feels that this yearning writer is not too easily to be downed.

"The idea is not original," it was admitted. "Remember the old-time movie star who insisted upon having 'Humoresque' played on a violin whenever sob stuff was required? Atmosphere! That's all it is. My idea is fantastic, is it? So, to me, are the small rooms, the mere partitioned spaces into which copy men are poked."

Far be it from the Schoolmaster to think the writer's idea fantastic. If memory serves aright, it is Bruce Barton who has said that he works best at home. There is something to be said for and against the idea of rooms drenched in atmosphere. Has any member of the Class some observations to contribute?

* * *

The Childs restaurants started something when they began serving "all you can eat for 60 cents." As was to be expected, other restaurants are starting the old game of follow the leader—even if it leads to bankruptcy. One small restaurant in Newark, N. J., announced the other day that it would serve all anybody could eat for 50 cents. A few days later a rival block away went him one better—he advertised all you can eat for 40 cents.

The Schoolmaster expects some restaurant to go the whole hog soon, give free meals and depend upon a side-line of oil burners for its profits.

* * *

In the suburban community of Royal Oak, adjoining Detroit, there is a bit of retail selling taking place that will interest some of the Class members.

The Schoolmaster gets his information from Classman Ray C. Douglas.

At a popular intersection of Woodward Avenue, which boasts of being the longest street in the world, an ice cream company operates a store to sell ice cream cones and bulk ice cream. Now there is nothing new about selling ice-cream cones or bulk ice cream, but th

merchandise
business
He
painted
double
lieve
is sell
piles a
that he
ice crea

Old-t
cream
have
double
the pu
Woodw
in the
The s
might f
the othe
mobiles,
traffic in
that the
In one
states t
zones.
In the
strong e
kind of
dising ph
money.



The
STAN
ADVE
REC

TORONTO
HAMILTON
HALIFAX
MONTREAL
LONDON, Eng

School-yearning
ly to be

al," it was
e old-time
upon hav-
on a vio-

was re-
That's all
stic, is it?
rooms, the
into which

choolmaster
a fantastic
ight, it is
aid that he

There is
for and
s drenched
y member
rations to

nts started
egan serv-
60 cents.
other res-
e old game
—even if it

One small
N. J., an-
that it would
eat for 50
er a rival
one better
can eat for

pects some
whole hog
and depend
burners for

mmunity of
Detroit, the
lling taking
some of the

gets his in
man Ray C

ersection of
which boat
street in the
pany open
ice-cream con-
Now there
ng ice-crea-
am, but the

merchant's method of going after business is unique.

He advertises and has big signs painted announcing that he sells double-dip cones for a nickel. "Believe me," says Mr. Douglas, "he is selling ice cream cones! He piles all the ice cream on the cone that he possibly can and it is good ice cream, too."

Old-established dealers and ice-cream manufacturers in Detroit have followed suit by offering double-dip cones for a nickel, but the public seems to prefer the Woodward Avenue establishment in the suburb.

The small store is crowded every night from the counter back to the other side of the room. Automobiles, it is said, almost block traffic in seeking parking space so that their occupants can buy cones. In one five-hour period the owner states that he sold over 10,000 cones.

In these days this seems to be strong evidence that with the right kind of advertising and merchandising plans people will spend their money.

One small N. J., an-
that it would
eat for 50
er a rival
one better
can eat for

pects some
whole hog
and depend
burners for

mmunity of
Detroit, the
lling taking
some of the

gets his in
man Ray C

ersection of
which boat
street in the
pany open
ice-cream con-
Now there
ng ice-crea-
am, but the

EST. XXXX 1898

Showmanship on the Air

Thirty-three years' experience in every branch of entertainment qualifies us as the logical source of Showmanship. And since Showmanship is the greatest asset in successful broadcasting, consult us about your radio problems.

WILLIAM MORRIS AGENCY, Inc.

Radio Department

Mayfair Theatre Building

Broadway at 47th St., New York City
Chicago Los Angeles Paris London

ADVERTISING MAN

Unusual opportunity for high-grade Copy Man or Executive to secure interest in 8-year-old Recognized Chicago Agency. Must be financially responsible or able to secure business. Best of references. Give full particulars. Confidential.

Address "T," Box 79, Printers' Ink



FAIRM PAPERS

need it!

Every month HUNDREDS of changes occur
... and the STANDARD ADVERTISING
REGISTER registers them! The surest
way to keep posted is to keep the STAND-
ARD SERVICE near!

Write
for the
folder
describing
the service

NATIONAL REGISTER PUBLISHING CO.

853 Broadway 140 So. Dearborn St. 7 Water St. 1226 Russ Building
New York Chicago Boston, Mass. San Francisco, Cal.

TORONTO
HAMILTON
HALIFAX
MONTREAL
LONDON, Eng.

"GIBBONS KNOWS CANADA"

J. J. GIBBONS Limited
CANADIAN ADVERTISING AGENTS

WINNIPEG
REGINA
CALGARY
EDMONTON
VICTORIA
VANCOUVER

Advertising Quality by Inference

TELEGRAM

St. LOUIS, Mo.

Please wire immediately our expense recent issue dates PRINTERS' INK WEEKLY and MONTHLY containing articles referring to manufacturers who have pulled themselves up above their competitive class by discarding humdrum matter-of-fact advertising and substituting a type that radiated quality more by inference than by direct statements about the merits of their product.

C. H. TRAPP ADVERTISING AGENCY

THE advertising strategy referred to in the above wire has been quite prevalent in recent years. Much of it, however, has been the type which does not radiate quality by inference so much as it does by direct statement. It is easy, in spite of this, to find those advertisements which have definitely traded up the product in general.

Trading up the product is accomplished chiefly by pictorial means by surrounding the product or products with an atmosphere of elegance or by picturing the product in the hands of people who, by inference, are the "elect." However, this does not mean that the pictorial method of trading up is the only method. Copy definitely carries its job, whether it is helped by pictorial means or not.

PRINTERS' INK and PRINTERS' INK MONTHLY have carried numerous articles pertaining to this method of advertising. Some of the titles of these articles will serve to illustrate why this type of advertising has come to the fore: "How Advertising Made an Outcast Product an Aristocrat," "Putting a Product in a Class by Itself," "Tapping New Sales Reservoirs by Trading-Up," "Giving the Campaign Foreign Atmosphere," etc.

A survey of current advertising will show which products are being advertised as belonging to a definite class—by inference. The advertising of the Wamsutta Mills for its Wamsutta Percale sheets and pillow cases is interesting in this regard.

These products are given a

definite place in the best homes through the pictorial treatment of the product in use. The copy speaks of "sleepy-smooth sheets" and pillow cases as "smooth as a snowdrift." It does not say that these products are used by the "best" people.

The present campaign for the Ford automobile is another good illustration. The Ford is always pictured in what might be called "cultured" surroundings but the copy never mentions the kind of people who pick the Ford—that is to be inferred from the atmosphere of the advertisement. The copy talks about finish, upholstery, ease of control and appointments in general.

Armstrong's linoleum floors have at last won their way into the consciousness of the American public—and no one will sooner admit than company officials that it has been a long hard fight. Armstrong finally won out because it never ceased in its advertising to picture its products in surroundings that were calculated to set the product off at its best and tickle the fancy of the public with the interesting rooms which the company devised for its product. The point here is that rooms were designed for the product rather than the product for the rooms, which eventually got linoleum into the rooms where Armstrong wanted to see it.

Certain manufacturers have successfully "traded-up" by redesigning their product—giving it more salability in itself—before they attempted to instill that atmosphere in their advertising. In these cases the combination has made an effective appeal.

A number of other manufacturers have given their products and their advertising a foreign "air" and accomplished the desired result. Color plays an important part, as does typography and art.

Other current advertising that may be studied which falls in this class is that of the following companies:

Crane Co., Standard Sanitary Mfg. Co., Cannon Mills, Chevrolet Motor Company, Yardley & Co., Ltd., and The Upson Company.—[Ed. PRINTERS' INK.]

BUD
National
for a spe
Inter
Chain C
EX

Gen
Ad
ler
mer
eng
need
DE
age
Ave

EXPER
handle a
business-g
territory.
74, Pri
NEW
for Easte
Chicago
and free
commission

Man with
production
lithograph
Knowledge
ing. Box
Salesman
factory repre
manager in
ditional adv
opportunity,

Technical
cation or
chemical o
Twelve ye
Box 31, R

ART —
Creating i
lished art i
and experi
Retainer c
AM —
keenly an
years of
in ba
employed
desire to
ably in t
Executive.

Circu
with a most
magazines
available.
circulation
of subscrip
printing
secure the
with an o
lishment.

Classified Advertisements

BUSINESS OPPORTUNITIES

National Food Chain Store Representation at Low Cost—Special methods for a special field.

Interested manufacturers write National Chain Contacts, Box 981, Printers' Ink.

EMPLOYMENT SERVICES

General Managers, Sales Managers, Advertising Managers, Comptrollers, Treasurers, other important men have for twelve (12) years engaged us to negotiate new connections. INDIVIDUAL CONFIDENTIAL. Not an employment agency. Jacob Penn, Inc., 535 Fifth Ave. at 44th St. Established 1919.

HELP WANTED

EXPERIENCED SIGN SALESMAN to handle an established line of high-class business-getting signs and displays. Open territory. Liberal commission. Box 974, Printers' Ink.

NEW YORK MANAGER for Eastern Territory of old-established Chicago trade paper. Circulation paid and free giving 100% coverage. Liberal commission allowed. Box 967, P. I.

POSITIONS WANTED

Man with Eight Years' Experience as production and purchasing manager of lithographed window and store displays. Knowledge of printing and photo-engraving. Box 972, Printers' Ink.

Salesman Executive—ten years as factory representative and distributor sales manager in south for one of largest national advertisers, moderate salary with opportunity, locate anywhere. Box 969, P. I.

Technically Trained Editor for publication or house-organ in drug, medical, chemical or allied field. Full or part time. Twelve years' experience. Best references. Box 31, Roseville Station, Newark, N. J.

ART—LAYOUT—DIRECTION Creating ideas, comprehensives and finished art in all media. Sound knowledge and experience in buying and production. Retainer or part time. Box 977, P. I.

I AM A YOUNG MAN, under thirty, keenly anxious to progress. I have 6 years of substantial advertising experience in back of me. Though presently employed in a responsible position, I desire to enter the agency field, preferably in the capacity of Junior Account Executive. Box 980, Printers' Ink.

Circulation Manager with a most complete experience on quality magazines for the home, is unexpectedly available. Familiar with every branch of circulation production, also with details of subscription fulfillment and purchase of printing. An unusual opportunity to secure the services of a high-grade man with an outstanding record of accomplishment. Box 970, Printers' Ink.

MAIL ORDER and DIRECT MAIL—analysis, plans, dramatic, pulling copy, human-appeal layouts; splendid experience getting coupon, agent, C.O.D. and direct sale results. Box 975, P. I.

CORRESPONDENT: COPY-WOMAN, writer of sales-producing literature seeks connection direct selling, mail-order concern anywhere. Experienced, ambitious, able. Starting salary modest. Box 979, P. I.

● IDEA FACTORY SEEKS OUTLET ●

Radio program production. Showmanship, publicity. Free-lance work acceptable. Box 978, Printers' Ink.

ADVERTISING MAN WANTS SPARE-TIME WORK. Direct-by-mail and house-organs preferred. Box 976, Printers' Ink.

CREATIVE ADVERTISING ARTIST

Layout and illustration work. Years of experience in general and direct mail advertising—studio, agency and manufacturing work. Handle all mediums in black and white and color. Salary reasonable. Go anywhere. Box 971, P. I.

ART DIRECTOR AND PRODUCTION MANAGER—Seven years' experience as head of layout and art department in popular midwest 4A agency. Competent to handle all mechanical details. Prefers location with medium sized agency anywhere. Box 968, Printers' Ink.

EDITOR or WRITER

Internationally recognized author; 44 years of age; engineering education; broad experience on publications and assignments; free to travel or locate anywhere. Write or wire P. O. Box 18, Hollywood, California.

To the Publisher of a Good Magazine or Newspaper—An Able Advertising Man (43), with university training and proven ability, as well as 18 years of Sales Promotion, Selling and Managerial Experience on Several Leading Magazines and Newspapers (The New York Times, Current History, Christian Century, Review of Reviews, Scientific American), desires a position, preferably where the results will largely determine the compensation. Have close contacts with leading agents and advertisers in East and West. Box 973, Printers' Ink.

● COPYWRITER ●

Ready for Big League Boots

Well balanced young copywriter with 10 years' retail, direct mail and agency experience. Last two years copy and contact on important gas and oil account. Keen student, analytical and clear thinker. Broad knowledge of marketing, merchandising and mechanics of advertising production. Copy my forte but also adept in layout. Capable of contacting, producing and supervising important copy through electro. Now key man with small agency. Available in 30 days. Box 966, Printers' Ink.

Table of Contents

"We Never Stop Advertising"	
DANIEL W. DIETRICH, President, Luden's, Inc.	3
Something a Gargle Won't Cure—"Announcer's Mouth"	
P. H. ERBES, Jr.	10
Needed: Sales Managers Who Can Actually Sell	
G. A. NICHOLS	17
How Johnson & Johnson Are Capitalizing Open Display	
C. B. LARRABEE	25
Copy Is as Copy Does	
WESTON HILL, of Van Sant, Dugdale & Corner, Inc.	33
Broken Contracts Crippled the Prune Campaign of 1930	
H. L. WELLS	41
Are Your Industrial Buyers Horizontal or Vertical?	
R. BIGELOW LOCKWOOD	48
The Light Touch Wins Motorists	
	56
Frankfurters in Grocery Stores	
	61
Dealers Respond to Offer of Something New	
ARTHUR J. PALMER	67
What Groucho Says	
	68
How a Power Company Boosted Sales to Farmers in 1930	
LLOYD S. GRAHAM	73
Making the Headline Spark-Plug the Copy	
W. LIVINGSTON LARNED	85
Advertising as a Banker's Rebuilding Aid	
RALPH CROTHERS	91
Business Books in Brief	
	98
Some Ground Rules for Sex-Appealing	
AESOP GLIM	104
How the Trade Commission Makes Industry Toe the Mark	
	112
Editorials	
Ethics or Sound Policy?—Money from Bankers—A Sales Contest Suggestion—The Spread of the Regional Council—The Cost of No Advertising—Merchandising the Radio Program	116
May Scout Titles and Insignia Be Used by Advertisers?	
	120
Thirty-five Years Ago in "Printers' Ink"	
	121
The Little Schoolmaster's Classroom	
	122

THE TRUTH ABOUT CRIME

IT is the purpose of True Detective Mysteries to go deep into the soil surrounding crime and dig out the roots. To hold up to the light the Truth . . . the whole truth . . . the truth that can determine the proper corrective remedy.

To do this we go to detectives, police captains, crime commissioners, journalists—to the men who have traced every move, who have caught the slippery facts and can present them in a simple and interesting way.

Do people want these stories? Are they interested in our crime problems without the slush and the muck? The answer is in a circulation that *trebled* over a period of 24 months—that is now guaranteed at 500,000—and in recent months has included a 200,000 bonus over and above the guarantee.

The facts about this intelligent and well-to-do group are available in our reader survey. Write for it. Address 2716 Graybar Building, New York City.

99.6% News Stand Sale



TRUE DETECTIVE MYSTERIES

MEN BUY 8 CENTS, WOMEN BUY 10 COPIES

July 23, 1931

During the first six months of 1931 the nine largest State Street department stores placed more advertising in the Chicago Tribune than in any other Chicago newspaper.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Average Net Paid Circulation Six Months Ended March 31, 1931:
In Excess of 805,000 Daily; More Than 1,075,000 Sunday

Eastern Adv. Office
NEW YORK
239 E. 42nd St.

Southern Adv. Office
ATLANTA
1825 Rhodes-Haverty Bldg.

New England Adv. Office
BOSTON
718 Chamber of Com. Bldg.

Western Adv. Office
SAN FRANCISCO
820 Kahl Bldg.